



**VOLUME 2:**

**Network**



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Establishing and maintaining a full range of providers to identify, respond to, and meet the varied and complex needs of members is central to NARBHA's network development and management function. NARBHA has established and continues to develop an integrated network of professional and organizational providers that are linguistically and culturally appropriate, capable of quickly responding to member needs, and provide easy access to services, allowing members to receive services in their communities and in the least restrictive environment capable of meeting the members' needs. NARBHA integrates services that are innovative and demonstrate best practices and other research-based initiatives into its network, in order to ensure high quality services are available.

NARBHA uses a quality improvement process to develop and manage its provider network, with the Provider Performance Committee serving as the hub of management for network functions. This structure facilitates coordination of network activities across clinical, quality, and contracting activities, and provides direction to NARBHA staff who are responsible for completing various network related tasks.

**The network development and management function consists of five primary activities**

- Data Gathering: NARBHA continuously collects quantitative and qualitative data on service utilization, network growth and capacity, member needs and concerns, and related information to identify needs or gaps in the service delivery network.
- Needs Analysis: NARBHA analyzes collected data to identify needs or gaps in the service delivery network and the identification and prioritization of network development projects and initiatives.
- Network Development: Once needs are identified and prioritized, NARBHA recruits new providers and/or works with existing providers to expand, enhance, or establish a program or service.
- Credentialing and Contracts: As new providers are recruited into the NARBHA network, a comprehensive credentialing process occurs to ensure that both professional and institutional providers meet quality-based criteria before providing services to NARBHA members.
- Monitoring: The network development and management function involves the continual collection of data to monitor network capacity and provider performance to ensure that quality-based services are provided, that member needs are being appropriately met, and that providers are incorporating best practices into service delivery.

**Data Gathering**

The continuous collection of quantitative and qualitative data is primarily performed by NARBHA's Quality Management Department and its Clinical Operations Department. The Quality Management Department collects, organizes, and analyzes primarily quantitative data such as utilization of services; penetration rates; demographic data on enrolled members; member satisfaction; key service indicators on the timeliness of services; and issues related to and problem resolution activities. Three FTEs design various methods to collect data and perform complex analyses of data to determine the strengths and needs of NARBHA's provider network. Two full-time licensed behavioral health professionals from the Quality Management Department perform visits to NARBHA's provider network to collect data on numerous performance measures from the Quality Management Department. The Performance Improvement Manager oversees inquiries into member complaints and concerns, conducts and analyzes the provider and member satisfaction surveys, and facilitates the Provider Performance Committee that reviews NARBHA's network sufficiency and management function.

In addition to the quantitative data provided by the Quality Management Department, the Clinical Operations Department is responsible for working with community stakeholders to identify provider network gaps and work with existing providers or recruit new providers to help fill those gaps. The Clinical Operations Department is instrumental in collecting and communicating qualitative data on community needs and priorities. Much of this qualitative data comes from participation on various community committees and councils, and organizing or participating in community forums that solicit input from clients, family members, providers, and advocacy groups. A recent example of the qualitative data that NARBHA's Clinical Operations Department has received that has directly impacted NARBHA's provider network is the collaboration with Child Protective Services in the expansion of Child Therapeutic Foster Care homes throughout NARBHA's Geographic Service Area (GSA).

**Needs Analysis**

Using the available quantitative and qualitative data, the Logic Model is applied by the Provider Performance Committee and, specifically, by the Contracts and Provider Network Administrator to determine where gaps exist in NARBHA's provider network. After network gaps are identified each gap is prioritized by the Provider Performance Committee,



based on identified network needs and available resources. Each identified project is assigned a lead person (typically a manager from the Clinical Operations Department) who is responsible for carrying out the methods or action items, and identifying and addressing barriers to achieving the project goals.

### **Network Development**

Based upon priorities and methods identified in the Network Management Plan, NARBHA staff and community stakeholders collaborate to expand and enhance NARBHA's provider network. Network development activities can take many forms, including, but not limited to:

- Partnering with community stakeholders to develop housing grants;
- Working with existing network providers to develop or expand residential treatment facilities for children and adults;
- Partnering with the Arizona Department of Economic Security Division of Developmental Disabilities to serve members who have both behavioral health and developmental disabilities;
- Training substance abuse coordinators and clinicians on American Society of Addiction Medicine levels of care and triage procedures;
- Providing technical assistance and training on coordination of care with primary care providers and monitoring provider performance;
- Expanding and enhancing recruitment efforts for prescribers;
- Recruiting providers of emergency and non-emergency transportation services; and
- Recruiting and monitoring Community Service Agencies that provide respite services and other rehabilitation and support services.

### **Credentialing and Contracting**

As new providers are developed or recruited, or existing providers expand services, NARBHA conducts a formal and comprehensive internal credentialing process. This process is managed by the Contracts and Provider Network Administrator. Upon receipt of a completed NARBHA application, the Contracts and Provider Network Administrator forwards the application to appropriate NARBHA managers with expertise in key areas such as performance improvement, environment of care, clinical operations, management information, human resources, and wellness/prevention. Manager's review ensures that the applicant has an acceptable quality management plan, is capable of meeting NARBHA information management requirements, has a physical plant that assures member safety, has staff who are appropriately trained, has clinical/program requirements that are consistent with NARBHA and State goals, and conducts internal credentialing of staff using ADHS/DBHS and NARBHA credentialing criteria. NARBHA also collects and reviews licensing reports from the Office of Behavioral Health Licensure and accreditation reports. If an applicant is not accredited by a nationally recognized accreditation organization, NARBHA policy and practice requires that the lead reviewers conduct additional review of the applicant to ensure that the applicant meets the Joint Commission on Accreditation Health Care Organizations (JCAHO) requirements for non-accredited providers. If an application has been determined to be acceptable by the appropriate managers, it is presented to the Credentialing/Privileging Committee for review and final approval. Once an application has been approved by the Credentialing/Privileging Committee, a contract that includes all required ADHS/DBHS provisions is executed between NARBHA and the provider.

### **Monitoring**

Monitoring the performance of network providers and, as necessary, working with providers to improve performance is a central and ongoing network development function. The Provider Performance Committee reviews extensive data on provider performance, including but not limited to: the content and quality of assessments; utilization of covered services by SAAs/TAA's; monitoring of Substance Abuse Prevention and Treatment (SAPT) requirements; 24-hour response to children removed by Child Protective Services; prescriber patterns; grievance and appeal notice requirements; and results from Independent Case Review. If the Provider Performance Committee identifies that a network provider is not meeting a standard, the issue is often referred to the Provider Improvement Committee where a plan of improvement is established and monitored for the provider. The Provider Improvement Committee also provides technical assistance to providers to assist in improvement efforts. Despite the efforts of the Performance Improvement Committee, sometimes a provider continues to under-perform; in these situations, financial sanctions are levied against a provider and in extreme cases, referrals are halted or contracts terminated.



In addition to the ongoing work of the Provider Performance Committee and the Provider Improvement Committee, the Contracts and Provider Network Administrator conducts a bi-annual credentialing process where the results of all performance standards are tallied and reviewed by NARBHA's Leadership Council to determine whether contracts with each provider in the NARBHA network should be extended.

### **Staffing and Qualifications**

NARBHA does not organize its network function into a single department with dedicated staff, but rather uses the Provider Performance Committee to lead network functions, which are completed by staff across the Clinical, Quality, and Finance Departments. The Performance Improvement Manager, who is responsible for the oversight of all provider monitoring, facilitates this Committee. Serving on the Provider Performance Committee are:

- The Director of Quality Management, whose department collects and analyzes provider and member data. Master's degree in Applied Sociology, 15 years of experience in quality improvement activities in a behavioral health setting.
- The Director of Clinical Operations, whose staff are responsible for working with and recruiting providers to expand service capacity. Master's degree in Social Work, 25 years of experience in behavioral health. Licensed behavioral health professional.
- The Contracts and Provider Network Administrator, who is responsible for ensuring that NARBHA's provider network is sufficient to meet the needs of eligible members, and developing the Annual Provider Network Development and Management Plan. Master's degrees in Social Work and Public administration, 12 years of work in health regulation and health policy development.
- The Director of Human Resources, oversees training, credentialing, and privileging. Master's degree in Social Work with 30 years behavioral health experience. Licensed behavioral health professional.
- The MIS Director, whose staff are responsible for programming, data reporting, managing the NARBHA information systems infrastructure. Bachelor's degree in Business Administration and Computer Information Systems with over 20 years of information technology experience.
- Legal Counsel provides in-house attorney services associated with contracting and representing NARBHA in all legal matters. Juris Doctor degree with 27 years as member of Arizona State Bar Association.
- The Medical Director oversees medication formulary, prescriber performance standards, quality and utilization management activities, and prescriber capacity issues. Medical Doctor; Board certified in Psychiatry with 12 years experience as NARBHA's Medical Director.

### **Sufficient Numbers and Types of Providers**

The quality improvement structure that NARBHA uses to manage its network facilitates constant monitoring for the sufficiency of the numbers and types of providers in the network. Input is received regularly from providers, members and their families, community stakeholders, and NARBHA staff regarding new or changing network needs. This input is incorporated into on-going network development and management activities through the Provider Performance Committee. The Annual Provider Network Development and Management Plan also serves as the tool to monitor the numbers and types of providers on a quarterly and annual basis. A comprehensive review and development process is completed annually for the Network Plan, and the Logic Model is used to formally review the network expansion that occurred over the course of the previous year, review and analyze qualitative and quantitative data, and to identify and address network gaps that need to be addressed in the coming year. The Annual Provider Network Development and Management Plan is reviewed and approved by NARBHA's Leadership Council. In addition to the annual development and approval of the Network Plan, the Contracts and Provider Network Administrator monitors the plan and coordinates the reporting on the progress of the plan to ADHS/DBHS on a quarterly basis.



## Geographic Service Area

NARBHA's Geographic Service Area (GSA) is comprised of Mohave, Yavapai, Coconino, Navajo, and Apache Counties, including the Navajo Reservation. The GSA covers 62,000 square miles, approximately half the land area of the State of Arizona. It is an area of great geographic divides – the Grand Canyon, thousands of square miles of hostile deserts, and rugged mountain peaks combine to make this an area of rural and remote population groups. Only 10% of the state's population lives within this vast geographic region. Isolation has provided the NARBHA region with populations that are diverse and distinct, including 10 federally recognized American Indian tribes. NARBHA's 37 years of experience in managing behavioral health services in these frontier regions is based on a collaboration with non-profit community-based behavioral health service agencies. This collaboration has established a full continuum of subcontracted providers across the GSA. NARBHA has divided its GSA into nine geographic sub-regions; seven of these sub-regions are served by Service Area Agencies (SAAs) and two regions are served by Public Law 93-638 Tribal Entities, referred to as Tribal Area Agencies (TAAs). Establishing SAAs/TAAs that provide comprehensive behavioral health services in nine rural sub-geographic areas across the GSA is an innovative approach to ensuring that NARBHA members have easy access to local services, and to facilitate family involvement. Throughout NARBHA's vast GSA, there are significant regional and cultural differences among members and families; cultural and community values in Navajo County are very different from those along the Arizona Strip (the area north of the Grand Canyon), and different still from those on the reservations. By subcontracting with seven non-profit SAAs, each with a Board of Directors made up of individuals from its community, and with two TAAs that are overseen by their respective Tribal governments, NARBHA has effectively subcontracted with agencies that are knowledgeable in the unique culture of each community and are invested in ensuring that service delivery is tailored to each community's and individual's strengths and needs.

## Sub-contracting

NARBHA uses a combination of contracting and financial arrangements to organize its provider network; arrangements for each provider depend upon its role in the network. NARBHA's region has been divided into nine sub-regions; each of the SAAs/TAAs is responsible for one sub-region. Within each of the nine sub-regions, NARBHA subcontracts, on a shared-risk basis, with the SAA/TAA. The SAA/TAA provider network is responsible, by subcontract with NARBHA, to provide comprehensive Title XIX, Title XXI, and Non-Title XIX services to members in their respective sub-regions. Establishing the SAA/TAA system has enabled members to receive services in their local community and allows the individual SAA/TAA to be aware of, and responsive to, each community's unique strengths and needs. NARBHA's nine SAAs/TAAs directly deliver more than 90% of the services to NARBHA members.

NARBHA subcontracts for pharmacy and laboratory services that are available to the entire GSA. Regional purchasing agreements ensure consistent service to all NARBHA members and are more cost-effective and efficient mechanisms for the provision of pharmacy and laboratory services. NARBHA also contracts for after-hours crisis telephone coverage for six of the SAAs/TAAs from ProtoCall, which is a 24-hour/7-day 1-800 line that is staffed by appropriately credentialed professionals. The remaining three SAAs/TAAs who do not contract with ProtoCall provide their own after-hours crisis response systems. Another important component of the NARBHA provider network is Northern Arizona Consumers Advancing Recovery and Empowerment (NAZCARE), a consumer-operated recovery center with five service locations across the region (an additional center will be opened Jan. 2005) and a peer-support Warm Line.

NARBHA's subcontracted provider network also includes fee-for-service (FFS) providers for specialty services such as inpatient hospitalization, therapeutic foster care, transportation, individual practitioners, and specialty services such as opioid replacement therapy. NARBHA's FFS providers are primarily located within the region, and out-of-region providers are generally used for highly specialized services not available in Northern Arizona. FFS subcontracted providers go through NARBHA's full credentialing process and are subject to the same monitoring requirements as are the SAAs/TAAs.

Finally, NARBHA uses single case agreement subcontracting for specialty providers if the NARBHA network requires a temporary expansion to meet member needs. If a member requires a covered service that is not available within NARBHA's SAA/TAA or FFS provider network, a single case agreement is arranged to ensure that the member's needs are met. NARBHA monitors the use of single case agreements and, according to NARBHA policy, if a single case agreement provider has provided services to five NARBHA members in a year, an application to become a FFS provider is offered.



## **Financing Mechanisms**

The SAAs are primarily financed on a sub-capitated, shared-risk basis, with each SAA responsible for the members in its respective sub-geographic region. NARBHA develops a system-wide budget that takes into account factors such as population, eligibles (Title XIX and Title XXI only), penetration, historical performance, cost per member, cost of block purchased services (see below), etc. This budget is reviewed and approved by the NARBHA Board of Directors. Each month NARBHA pays each SAA approximately 1/12 of its annual amount, adjusted for medication and FFS payments made by NARBHA on behalf of the respective SAA.

NARBHA has established block purchasing agreements for most inpatient and residential services that are provided through the SAAs. Block purchasing helps assure service availability for members by providing a reliable funding source to help cover the high fixed costs of these highly specialized treatment facilities. Additionally, the financial stability of such block purchasing arrangements removes any financial incentive for maintaining an individual in an institutional setting for a longer period of time than is clinically appropriate; thus, block purchasing helps ensure that members are served in the least restrictive environment that is appropriate.

NARBHA funds its TAAs differently from its SAAs. The Hopi and White Mountain Apache Tribes are Public Law 93-638 Tribal Entities. NARBHA has no responsibility for payment for covered behavioral health services rendered at 638 Tribal facilities or Indian Health Services facilities, for Native American Title XIX and Title XXI covered members, on those reservations. Tribal Entities bill the Arizona Health Care Cost Containment System (AHCCCS) directly for those covered services. NARBHA is responsible for behavioral health services delivered to the Non-Title XIX and Non-Title XXI populations up to the amount of funding available. NARBHA includes funds for the services that it is responsible for in its budget based on historical utilization and trends.

NARBHA's FFS and single-case-agreement subcontracted providers are paid based upon established subcontracted rates. The funds of the SAA that is responsible for the member are reduced by the amount paid to these providers.

## **Geographic Accessibility**

Dividing NARBHA's 62,000-square-mile area into nine sub-areas has been effective in ensuring that NARBHA members are in close proximity to service delivery sites, which facilitates easy access to care, and member and family involvement. Based upon NARBHA and ADHS/DBHS data, 85% of NARBHA members are within seven miles of a service delivery site. To shorten driving distances and increase access to psychiatrists, NARBHA has pioneered a telemedicine network available at 17 sites across Northern Arizona. Telemedicine allows real-time, interactive doctor-patient meetings, as well as administrative and training meetings, without the need for long-distance travel. The telemedicine network is used for direct patient care including emergency evaluations, initial evaluations, medication management, consultations with specialists, and family participation in treatment. The use of telemedicine for psychiatric care continues to increase. In FY 2003-2004, approximately 7,020 member visits were conducted via telemedicine.

## **Hours of Operation**

Each SAA/TAA operates at least one outpatient clinic within its sub-region. Each outpatient clinic's core hours of operation are 8:00 a.m. to 5:00 p.m. Monday through Friday, with additional evening and weekend hours plus individual appointments made on a case-by-case basis. Four of NARBHA's SAAs operate Level 1 Inpatient Facilities, which are open 24 hours a day. All SAAs/TAAs provide 24-hour emergency assessment and intervention to individuals in crisis within their sub-region. Emergency services may be accessed by calling or walking into the nearest SAA or TAA.

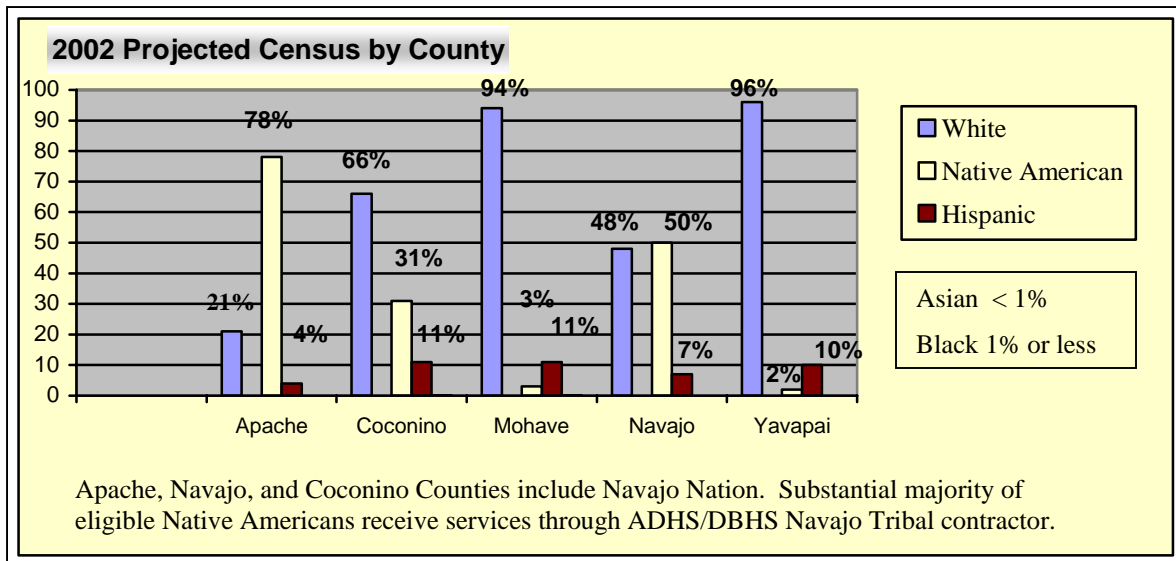
## **Physical Access for Persons with Disabilities**

Each building where NARBHA members receive covered services from an SAA/TAA is accessible to and usable by persons with physical disabilities. Accommodations include, but are not limited to, wheelchair ramps, handicapped restrooms, and TTDY services for the hearing impaired. NARBHA provider subcontracts require each provider to meet the accessibility requirements contained in the Americans with Disabilities Act. Additionally, each facility-based subcontracted provider within NARBHA's provider network is licensed by the Arizona Department of Health Services (ADHS) Office of Behavioral Health Licensure and is required by licensure rules to ensure that if a member has a mobility, sensory, or other physical impairment, modifications are made to the premises to ensure accessibility for the member. NARBHA receives and reviews licensing reports for each subcontracted provider to ensure that each facility is accessible to and usable by persons with disabilities.



### Linguistically Appropriate Service Delivery

The NARBHA provider network is committed to providing services to members and their families in their preferred language, through culturally and linguistically competent providers. NARBHA's GSA contains individuals from many cultures and ethnic background, as demonstrated in the following Chart.



The region's Native American population is the largest group in need of cultural and linguistic specific services; NARBHA works closely with its provider network to assure these needs are met. To better develop collaboration and relations with the TAAs and area Tribes, NARBHA developed a staff position of Native American Tribal Liaison, which acts as the main point of contact among NARBHA, the TAAs, the Tribal Courts, and Tribal Social Services departments of various Tribes. The Native American Tribal Liaison provides technical assistance, training, and representation on committees and in communities. Based on the relationships that have been developed, NARBHA has seen an increase in collaboration, greater committee participation, and greater compliance in reporting needed data.

To ensure that each agency within NARBHA's GSA has consistent linguistically appropriate service delivery, NARBHA established a Cultural Awareness and Diversity Committee (CADC), whose membership reflects the cultural and linguistic diversity of NARBHA's GSA. In program development, the CADC requests input and review from various staff members and/or members and families with known religious/spiritual beliefs (such as the Mormon Faith, Native American Traditional Practices, etc) reflective of the population served in each specific service area. The CADC also established culturally reflective criteria for common areas and waiting rooms that are now being implemented, and will be evaluated by NARBHA in the first quarter of the 2005 fiscal year.

#### Language assistance services, bilingual staff, and interpreter services

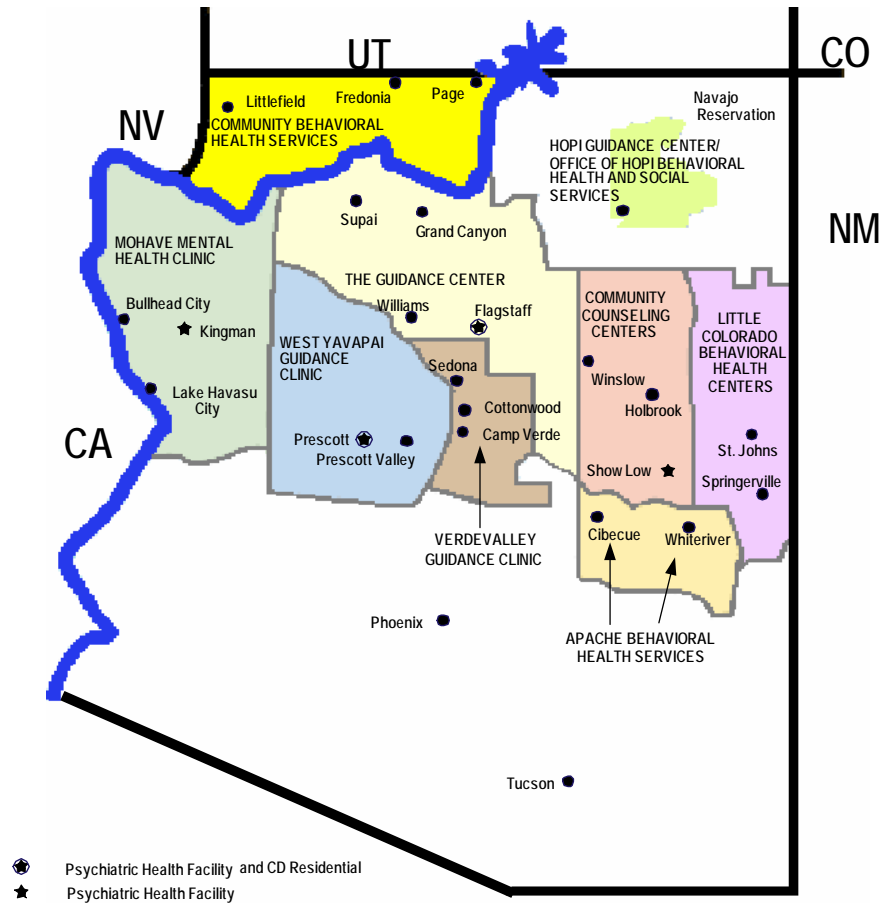
NARBHA ensures that individuals with limited English or who are non-English speaking are provided language assistance services. This is available through several methods. NARBHA and each provider maintain a listing of bilingual staff. Bilingual staff who agree to provide interpreter services are trained on "Interpreter Etiquette." This training is based on the National Standards for Culturally and Linguistically Appropriate Services (CLAS). In addition, a region-wide interpreter resource list is updated monthly and distributed to all providers by the CADC. Additional language assistance is provided through "A Foreign Language Service" of Mesa, Arizona, offering assistance in 255-plus languages on an as-needed basis. Recruitment for interpreter services occurs at the SAAs/TAAs and is monitored by NARBHA. To assist the SAAs/TAAs in recruitment efforts, the CADC is developing a recruitment plan and conducting targeted advertisements in publications that may be more accessible to potential interpreters. This system assures that culturally appropriate interpreters are available for the linguistic and cultural needs of members and their families, no matter where they are being served in NARBHA's GSA.





## The SAA/TAA Network

Each SAA/TAA offers a continuum of behavioral health services and behavioral health professionals to meet the needs of members at the local community level. Each SAA/TAA is contractually required to provide the full range of ADHS/DBHS covered services. In addition, court-ordered services described in Title 36, Article 5 of the Arizona Revised Statutes are available in each county of NARBHA's GSA. Following the map of the SAAs/TAAs locations is a description of each SAA's/TAA's additional licensed facilities where covered services are provided.



### Community Counseling Centers

Community Counseling Centers serves the communities of Navajo County with outpatient clinics in Winslow, Holbrook, and Show Low. Community Counseling Centers also operates the Pineview Behavioral Health Center, a 12-bed Level 1 sub-acute facility in Show Low.

### Little Colorado Behavioral Health Center

Little Colorado Behavioral Health Center serves the communities in Apache County through outpatient clinics in St. Johns and Springerville.



Community Behavioral Health Services

Community Behavioral Health Services serves the remote section of Arizona known as the Arizona Strip, northwest of the Grand Canyon, and includes the communities of Littlefield, Fredonia, and Page. Additionally, located in Page is a 12-bed Level 4 rural substance abuse transitional facility that provides needed substance abuse treatment.

Mohave Mental Health Clinics

Mohave Mental Health Clinics serve members who live in Mohave County with clinics in the communities of Kingman, Bullhead City, and Lake Havasu City. Also in Kingman, Mohave Mental Health operates two Level 2 residential treatment facilities that provide a total of 18 beds to adults with co-occurring disorders and a 16-bed Level 1 sub-acute facility that is authorized to also provide detoxification and crisis services.

Verde Valley Guidance Center

Verde Valley Guidance Center serves the portion of Yavapai County east of Mingus Mountain and includes the communities of Sedona, Cottonwood, and Camp Verde. The Verde Valley Guidance Center operates three out-patient clinics, one in each of these communities.

West Yavapai Guidance Center

The portion of Yavapai County that is west of Mingus Mountain is served by West Yavapai Guidance Center, and includes the communities of Prescott and Prescott Valley. The West Yavapai Guidance Center operates four outpatient clinics, three in Prescott and one in Prescott Valley. West Yavapai Guidance Center operates a 22-bed Level 1 sub-acute facility in Prescott that also provides crisis and detoxification services to NARBHA members. Also in Prescott are two Level 2 behavioral health residential facilities; the Hillside Center is a 19-bed agency that specializes in chemical dependence treatment, and Hadden House is a nine-bed facility that provides treatment to persons with a serious mental illness (SMI) with co-occurring disorders.

The Guidance Center

NARBHA members who live in the southern portion of Coconino County (excluding Sedona) are enrolled with and receive services through The Guidance Center. The Guidance Center operates three outpatient clinics, one in Williams and two in Flagstaff. The Guidance Center also operates:

- A 16-bed Medicare-certified Level 1 psychiatric acute hospital, which is also authorized to provide detoxification services
- A 12-bed Level 1 sub-acute facility, which is also authorized to provide detoxification services
- A Level 1 residential treatment center for individuals under the age of 21
- An eight-bed Level 2 residential treatment facility for persons with SMI and co-occurring disorders

Apache Behavioral Health Services

NARBHA members who live on the White Mountain Apache Reservation in northeastern Arizona are enrolled with and receive services through Apache Behavioral Health Services. Apache Behavioral Health Services' outpatient clinic provides the full range of outpatient covered behavioral health services as well as traditional healing services. Individuals who require out-of-home treatment primarily receive those services off the Reservation.

Hopi Guidance Center

NARBHA members living on the Hopi Reservation receive services through the Hopi Guidance Center. The Hopi Guidance Center operates an outpatient clinic that is located within the Office of Hopi Behavioral Health and Social Services. In addition to the full range of outpatient covered behavioral health services traditional healing services are also available. Individuals who require out-of-home treatment are primarily served off the Reservation.

**Network Organized to Achieve System Goals**

NARBHA has organized its provider network to achieve system goals and support the Arizona System Principles, Arizona Children's Vision and Principles, and the Principles for Persons with Serious Mental Illness. Examples of how NARBHA's network structure contributes to these efforts are provided below.

- The SAA/TAA sub-regional structure facilitates easy access to care across a large, rural geographic area with comprehensive behavioral health services available in geographically convenient locations. With each member



assigned to an SAA or TAA, continuity of care is ensured and family involvement is facilitated by bringing care closer to where members reside.

- SAAs/TAAAs are full-service agencies for adults and children with behavioral health disorders, substance abusers, and persons with a serious mental illness, thus improving continuity of care and integrating services for families and persons with co-occurring disorders.
- The telemedicine network allows real-time, interactive psychiatry services, consultation with specialists, family participation, and support group meetings. The telemedicine network also accommodates provider and stakeholder meetings and trainings, facilitating communication and collaboration across the large geographic region.
- NARBHA and its SAAs/TAAAs have a long history of working collaboratively with a range of community stakeholders, including: state agencies such as the Department of Economic Security, Child Protective Services (CPS), Division of Developmental Disabilities, and Rehabilitation Services Administration; AHCCCS health plans; parents, families, and advocates; and medical and social service providers. These relationships have resulted in the development of innovative services for a rural environment in the form of post-booking mental health diversion programs for offenders in Coconino and Navajo Counties, housing options for substance abusing offenders who have been released into Apache and Navajo Counties, and a dedicated 24-hour Response line for children who have been removed from their home and placed in the care of CPS.
- NARBHA expanded its recovery model by creating a community-based, peer-support organization, NAZCARE, with consumer-run recovery centers across Northern Arizona. NARBHA “incubated” NAZCARE for a period of time to provide financial and administrative support while NAZCARE developed support services in the region.
- Through its provider network, NARBHA has already implemented numerous best practices identified in the ADHS/DBHS Evidence-Based Practice Improvement Protocol and has prioritized implementation of additional best practices/evidenced-based practices as a part of its 2004 Strategic Plan. Implemented best practices include Dialectical Behavioral Therapy for persons with borderline personality disorders, Multi-systemic Therapy for Adolescents, Motivational Interviewing, and Wraparound Services. Practices targeted for implementation include uniform electronic medical record as per the President’s New Freedom Commission on Mental Health and family psycho-education programs utilizing the Substance Abuse and Mental Health Services Administration’s (SAMHSA’s) protocol.
- NARBHA implemented a Cultural Awareness and Diversity Committee (CADC) comprised of representatives from five of the seven SAAs (strategically selected due to the populations in their service areas) and two of the 10 tribes in the region. The CADC developed a document called “Resources for Clinicians,” which has been distributed to providers and contains in-depth information on cultures and traditions of different populations encountered in NARBHA’s GSA.
- NARBHA implemented the Child and Family Team (CFT) through seven months of intensive facilitator training and coaching at each SAA, in addition to several two-day, community-based trainings throughout the region to introduce CFT concepts to key stakeholders. Early evaluations performed by both ADHS/DBHS and nationally recognized consultants Vroon/VanDenBerg reflect positive results.
- An SAA/TAA task force examined strategies to improve the substance abuse services in the region and addressed areas such as: eliminating fixed length of stay programs to better meet individualized needs and improve access and capacity; expanded substance abuse day treatment programs; and increased case management, outpatient substance abuse groups, specialty groups for substance-abusing pregnant and parenting women, and co-occurring disorder groups.
- Project Resiliency, operated through The Guidance Center, began in 1995 with NARBHA funding and targets high-risk children in areas with concentrated Latino and Native American populations. Project Resiliency is a longitudinal school-based program that uses mentors to assist selected elementary school students to reduce problem behaviors and increase commitment to school. The long-term outcomes of participants demonstrate the program’s success and importance: program participants are 80% less likely to have involvement with the juvenile justice system, 100% more likely to be involved in community activities, and 80% more likely to achieve higher academic scores than the comparison group. The program will expand to include Kindergartners and will enhance its family focus in the coming year.

The organization of NARBHA’s provider network is also consistent with the goal described in this RFP and implicit in any publicly funded service delivery system – the goal of fiduciary responsibility and the proper use of limited taxpayer dollars. NARBHA itself and all nine of its SAAs/TAAAs, where the vast majority of services are delivered, are nonprofits. As a result of this nonprofit status, there is never an opportunity or even a temptation to make a treatment decision based upon anything other than the needs of the individual and family. As a result of this status, when revenues



1 exceed costs, these “profits” are re-invested in, not removed from, each community and translated into services and  
2 innovation. As a result there is only one mission and one goal that drives service delivery, and that is to strengthen and  
3 support individuals, families, and communities. NARBHA recognizes that public dollars for behavioral health services  
4 are scarce and precious, and has deliberately organized its provider network to ensure that every possible dollar available  
5 is used for its intended purpose – the delivery and management of quality services.



## Minimum Network Requirements

Provider Type/Service	Minimum Number	Units		List Service Location(s) by Town/City
Sub-acute facility capable of accepting walk ins <i>Provider types B5, B6, B7</i>	4	Number of facilities	4	Show Low Flagstaff Kingman Prescott
Sub-acute facility (excluding detox services) <i>Provider types B5, B6</i>	62 <sub>1</sub>	Number of adult beds	62 <sub>1</sub>	Show Low Flagstaff Kingman Prescott
	0 <sub>1</sub>	Number of child beds	0 <sub>1</sub>	
	2 <sub>1</sub>	Number of adolescent beds	2 <sub>1</sub>	Kingman
Inpatient services <i>Provider types 02, 71</i>	16	Number of adult beds	16	Flagstaff
	0 <sub>2</sub>	Number of child beds	0 <sub>2</sub>	
	0 <sub>2</sub>	Number of adolescent beds	0 <sub>2</sub>	
Inpatient detoxification services <i>Provider types 02, 71, B5, B6</i>	78 <sub>1</sub>	Number of adult beds	78 <sub>1</sub>	Show Low Flagstaff Kingman Prescott
RTC <i>Provider types 78, B1, B2, B3</i>	0 <sub>2</sub>	Number of child beds	0 <sub>2</sub>	
	18 <sub>3</sub>	Number of adolescent beds	10	Flagstaff
Level II <i>Provider type 74</i>	62	Number of adult beds	54	Flagstaff Kingman Prescott
	32	Number of child beds	32	Flagstaff Dewey
Level III <i>Provider type A2</i>	0 <sub>2</sub>	Number of adult beds	0 <sub>2</sub>	
	0 <sub>2</sub>	Number of child beds	0 <sub>2</sub>	
Therapeutic Foster Care Homes <i>Provider type A5</i>	0 <sub>2</sub>	Number of adult placements	0 <sub>2</sub>	
	When NARBHA reaches 95% capacity it will add beds; NARBHA is currently at approx. 85% capacity	Number of child placements	38	Throughout GSA
Housing	120	Number of persons with a serious mental illness who will be assisted in locating or maintaining housing	117	Throughout GSA
Pharmacy locations <i>Provider type 03</i>	703	Number of locations	703	Throughout state



Provider Type/Service	Minimum Number	Units		List Service Location(s) by Town/City
Methadone maintenance services <i>Provider type 77</i>	1 agency 3 sites <sub>5</sub>	Number of agencies	1 agency 2 sites <sub>5</sub>	Flagstaff Bullhead City
Outpatient agencies <i>Provider type 77</i>	9 agencies 23 sites	Number of agencies (including those used by the one agency responsible for coordinating care to SMI)	9 23 sites	Winslow, Holbrook, Show Low, St. Johns, Springerville, Page, Fredonia, Kingman (2), Lake Havasu, Bullhead City, Sedona, Cottonwood, Camp Verde, Prescott (3), Prescott Valley, Flagstaff (2), Williams, Whiteriver, Second Mesa
Habilitation providers <i>Provider type 39</i>	2	Number of agencies	1	Flagstaff
	2	Number of habilitation providers not associated with agencies	1	Flagstaff
Community service agencies <i>Provider type A3</i>	1 agency, 6 sites	Number that are consumer-operated	1 agency, 5 sites	Prescott, Bullhead City, Flagstaff, Show Low, Cottonwood
	4 agencies	Number that are not consumer-operated	3 agencies	Throughout GSA
Behavioral health recipients to deliver peer support services	8.5 FTE behavioral health recipients	Full time equivalents working in community service agencies or outpatient agencies	7 FTE enrolled members BH recipients	Not applicable
Family members to deliver peer support services	2 FTE 3 volunteers	Full time equivalents working in community service agencies or outpatient agencies	1 FTE 3 volunteers	Not applicable
Crisis response telephone	10 agencies 13.7 FTEs	Full time equivalents for am shift	10 agencies 13.7 FTEs	Not applicable
	10 agencies 13.7 FTEs	Full time equivalents for pm shift	10 agencies 13.7 FTEs	Not applicable
	10 agencies 13.7 FTEs	Full Time equivalents for night shift	10 agencies 13.7 FTEs	Not applicable
Mobile crisis	9 agencies 7 FTEs	Full time equivalents for am shift	9 agencies 5 FTEs	Not applicable
	9 agencies 7 FTEs	Full time equivalents for pm shift	9 agencies 5 FTEs	Not applicable



Provider Type/Service	Minimum Number	Units		List Service Location(s) by Town/City
Mobile crisis (Cont.)	9 agencies 7 FTEs	Full time equivalents for night shift	9 agencies 5 FTEs	Not applicable

1

Staffing Type	Minimum Number	Units	
Paraprofessionals	The current number of FTEs appears sufficient to meet member needs	FTEs	156.25
Behavioral Health Technicians (BHT)	The current number of FTEs appears sufficient to meet member needs	FTEs	200.84
	The current number of FTEs appears sufficient to meet member needs; will monitor whether additional staff are needed to perform assessments	Of the above stated FTE number of BHTs, how many full time equivalents will be performing as Clinical Liaisons or conducting assessments 88.35 may perform assessments 63.35 may be clinical liaisons	
Behavioral Health Professionals (BHP) (Do not include Psychiatrists, Nurse Practitioners, or Physician Assistants)	The current number of FTEs appears sufficient to meet member needs	FTEs	224.77
	The current number of FTEs appears sufficient to meet member needs; will monitor whether additional staff are needed to perform assessments	Of the above stated FTE number of BHPs, how many full time equivalents will be performing as Clinical Liaisons or conducting assessments 137.85 may perform assessments 141.85 may be clinical liaisons	
Psychiatrists, Nurse Practitioners, or Physician Assistants	35.59	FTEs	34.30
	35.59	Of the above stated FTE number of BHPs in this category, how many full time equivalents will be performing as Clinical Liaisons or conducting assessments 34.30	
	704.60 <sub>4</sub>	Number of hours per week dedicated to medication assessment and prescribing 832 <sub>4</sub>	



**Footnotes**

1. Each of the Level 1 Sub-acute agencies in NARBHA's provider network is authorized and capable of providing detoxification services. In rural communities there is not the large population base to support single-service inpatient facilities. Services are provided based upon the presenting needs of clients and inpatient facilities must be, and are, capable of meeting a variety of client needs.
2. Based upon the current needs of members within NARBHA's GSA, NARBHA has determined that there is not a sufficient member base to support this type of facility within NARBHA's GSA. When a member requires this type of service, the member is referred outside of NARBHA's GSA for that needed service.
3. An additional eight RTC beds will be within NARBHA's GSA.
4. These prescribers provide outpatient services, inpatient services, and crisis services.
5. In addition to licensed methadone services, the network also includes a physician with a specialty certification to provide Buprenorphine.





In the development of Attachment C, NARBHA made assumptions to provider network expansion needs by collecting and analyzing quantitative data and qualitative data and comparing this data to NARBHA's existing provider network and the Arizona System Principles. The ADHS/DBHS Logic Model is applied to determine where provider network gaps may exist. The ADHS/DBHS Logic Model is continually applied in the NARBHA Provider Performance Committee and, the culmination of the collected and analyzed data is summarized each year in NARBHA's Annual Provider Network Development and Management Plan (the Plan). In addition to identifying gaps in provider network capacity, the Plan also identifies and prioritizes NARBHA's provider network expansion activities or projects, establishes methods or steps to implement each activity or project, and lists identified any barriers to the accomplishment of each provider network expansion activity or project.

## Objectives

Information in Attachment C Minimum Network Requirements was developed based upon broad objectives and specific assumptions about NARBHA's provider network. NARBHA has established the following objectives for its provider network, based upon the ADHS/DBHS Logic Model and Arizona System Principles:

- Services are comprehensive and provided by sub-geographic providers;
- Services are provided in or close to the member's community, despite the rural and often remote nature of NARBHA's Geographic Service Area (GSA);
- Services actively involve the member, member families, and other individuals in a member's support system as both decision makers and participants;
- Services emphasize a member's natural supports;
- Services are based upon strengths of the member, and the strengths of the member's family and support system;
- Services are consistent with access to care standards;
- Services are provided at appropriate levels of care;
- Services are culturally and linguistically (including sign language) appropriate to the member;
- Services are based on recommendations from the Child and Family/Adult Teams;
- Services are appropriate to address co-occurring disorders;
- Service delivery is effective in assisting members achieve or maintain success, recovery, gainful employment, success in age-appropriate education, self-sufficiency, and meaningful community participation;
- Services are continuously evaluated and modified to help members meet their goals; and
- Network providers instill the hope and support that achievement of goals is possible.

Specific data elements used to determine whether NARBHA's provider network is sufficient to provide the full range of covered behavioral health services and meet member needs are as follows:

- Current and anticipated Title XIX and Title XXI eligibles data;
- Current and anticipated Title XIX and Title XXI behavioral health enrollment data;
- Current and anticipated Non-Title XIX Seriously Mentally Ill (SMI) behavioral health enrollment data;
- Current and anticipated other Non-Title XIX/XXI population behavioral health enrollment data;
- Current and anticipated utilization of services, considering behavioral health recipient characteristics and behavioral health care needs;
- Cultural needs of members;
- The number of network providers who are sending members out-of-network for services due to capacity issues;
- The geographic location of providers and members, including travel time and accessibility of facilities for persons with disabilities;
- The languages spoken by populations in the geographic service area;
- Quality Management data including appointment standards, problem resolutions, and member complaints;
- The Member Satisfaction Survey;
- Results from Independent Case Reviews;
- Complaint, grievance, and appeal data;
- Demographic data; and
- Concerns raised by ADHS/DBHS and other state agencies.



**Assumptions**

Specific assumptions were also made in the development of Attachment C, Minimum Network Requirements, related to the sufficiency of the specific services and network providers, and these are as follows:

- Sub-acute Facility Capable of Accepting Walk-ins: Based upon a review of current and anticipated numbers of eligible and enrolled members, utilization data, and occupancy rates the four sub-acute facilities throughout NARBHA's GSA is sufficient to meet current and anticipated member needs.
- Sub-acute Facility (excluding detoxification services): NARBHA's provider network currently consists of four sub-acute facilities with a total of 62 sub-acute beds for adults and two sub-acute beds for children. Each of the four sub-acute agencies in NARBHA's provider network of SAAs/TAA's is authorized and capable of providing detoxification services. In rural communities, there is typically not a sufficient population base to support single-service inpatient facilities, as would be feasible in urban areas. Services of sub-acute agencies are provided in NARBHA's rural GSA based upon the presenting and assessed needs of clients. Rural inpatient facilities must be, and are, capable of meeting a variety of client needs.
- Inpatient Services: There is currently one Level 1 Psychiatric Acute Hospital (PAC) within NARBHA's provider network of SAAs/TAA's. Based upon a review of utilization data, current and anticipated member needs, occupancy data, and the number of members receiving PAC services out-of-network, one PAC is sufficient to meet current and anticipated member needs.
- Inpatient Services Inpatient Detoxification Services: There are currently 78 inpatient beds capable of providing detoxification services (62 sub-acute beds and 16 PAC beds) in NARBHA's SAA/TAA provider network. As described in the second bulleted item, inpatient facilities in rural communities must be, and are, capable of meeting a variety of community needs. Based upon utilization data for detoxification services, occupancy rates, complaint and grievance/appeal data, and current and anticipated member needs, and the numbers of eligible and enrolled persons, the current number of inpatient detoxification beds is sufficient to meet current and anticipated needs.
- Residential Treatment Centers (Level 1 RTC): Based upon a review of utilization data, occupancy rates, the number of children receiving services out of NARBHA's region, and the Arizona System Principles of easy access to care and member and family involvement in care, NARBHA believes that an additional eight-bed RTC in Northern Arizona is desirable to meet member needs in their local communities.
- Level II Behavioral Health Residential: Based on a review of utilization data, occupancy rates, the number of children receiving services out of NARBHA's region, stakeholder concerns, and collaboration between NARBHA and the Department of Economic Security (DES), Division of Developmental Disabilities (DDD), an additional eight-bed Level II residential facility for individuals with developmental disabilities is needed to serve the unique and complex needs of individuals with co-occurring developmental disabilities and behavioral health issues. Additionally, based upon the data sources listed above, an additional Level II residential facility for adolescent girls has been recently added to NARBHA's region to reduce the number of girls having to receive institutional care or be placed out of NARBHA's provider network.
- Level III Behavioral Health Residential: Based upon a review of utilization data, requests for services from treatment teams, and the number of members having to go outside NARBHA's region for services, there is not a sufficient demand or need for this level of service to justify the addition of this type of facility at this time.
- Therapeutic Foster Care Homes: Based upon utilization data, requests for services from treatment teams, and the number of members having to access this service outside NARBHA's provider network, NARBHA has not identified a need for adult therapeutic foster homes at this time but will continue to monitor the need for this type of service. Among child foster care homes, based upon occupancy/capacity rates, NARBHA has determined that when utilization among its 38 placements reaches 95%, additional beds/placements will be added. NARBHA is currently at approximately 85% capacity among its child foster care homes.



- 1 • Housing: While NARBHA has recently focused upon and expanded its housing options and now assists 117  
2 persons with SMI and co-occurring disorders to locate or maintain housing, data elements continue to demonstrate  
3 need for expansion of housing options. Based upon occupancy rates and waiting lists for housing services,  
4 NARBHA has identified the need to expand current housing options in the 2005 fiscal year to 120 persons who are  
5 assisted in locating or maintaining housing. Recently an additional eight-bed housing facility was added in Page,  
6 bringing NARBHA's current housing capacity to 117. Housing is the only covered service where waiting lists are  
7 maintained; if a member needs any other covered service, the service is obtained for the member through fee-for-  
8 service or single case agreement contracts.  
9
- 10 • Pharmacy Locations: NARBHA has recently expanded the number of contracted pharmacies significantly to over  
11 700 pharmacies statewide; the existing capacity is sufficient to meet member needs.  
12
- 13 • Methadone Maintenance Services: Based upon the geographic location of providers and members needing this  
14 service, NARBHA has identified the need to expand its provision of opioid replacement services. NARBHA  
15 continues to seek new providers of this service and to work with its current provider to expand into other geographic  
16 areas. Discussions are also underway with the current provider of opioid replacement services regarding the  
17 feasibility of providing off-site methadone services; this innovative approach to serving rural members will continue  
18 to be explored as an option and of shortening geographic distances between members and needed services. To help  
19 meet the need for opioid replacement services, Buprenorphine is available in Show Low, Holbrook, and Winslow.  
20 However, this service is not provider type 77, Methadone maintenance services.  
21
- 22 • Outpatient Agencies: Based upon a review of current and anticipated numbers of eligible/enrolled individuals,  
23 cultural needs of members, geographic distances between members and providers, utilization, Quality Management  
24 data such as appointment standards, and member satisfaction, the current number and locations of outpatient clinics  
25 is sufficient to meet current and anticipated member needs.  
26
- 27 • Habilitation Providers: Based upon a review of the geographic location of providers and members who have co-  
28 occurring developmental disabilities and behavioral health needs, and input from DDD, NARBHA needs at least one  
29 additional habilitation provider to better serve members in Yavapai and Mohave Counties.  
30
- 31 • Consumer-Operated Community Service Agencies: Based on a review of geographic locations of providers and  
32 members and consumer input, the planned January 2005 expansion of one additional site in Mohave County will  
33 ensure easy access to this effective and innovative program that offers peer support in the recovery process.  
34
- 35 • Behavioral Health Recipients to Deliver Peer Support Services: Based upon the anticipated opening in January  
36 2005 of another NAZCARE consumer operated site in Kingman, which is in response to consumer request and  
37 consistent with easy access to care, NARBHA anticipates an increase of 1.5 FTEs made up of part time positions.  
38
- 39 • Family Members to Deliver Peer Support Services: Based upon the goals and objectives established by NARBHA's  
40 new Family Leadership Committee, NARBHA anticipates having two paid FTEs comprised of family members  
41 providing peer support services on a part time basis.  
42
- 43 • Crisis Response Telephone: Based upon utilization data, member input, and the geographic location of providers  
44 and members, NARBHA's current capacity is sufficient to meet member needs.  
45
- 46 • Mobile Crisis: NARBHA's nine SAAs/TAA's are located throughout NARBHA's GSA and have capacity to  
47 provide mobile crisis services. Based upon the current location of providers and members and anticipated  
48 population growth, adding two FTEs to provide this service would help respond to expanding needs in portions of  
49 NARBHA's GSA.  
50
- 51 • Paraprofessionals: Based upon the network inventory of FTEs, needs of members and member input, the number of  
52 paraprofessionals appears sufficient to meet current member needs.  
53



- 1 • Behavioral Health Technicians: Based upon the network inventory of FTEs, needs of members, and member input,  
2 the number of behavioral health technicians appears sufficient to meet current member needs. NARBHA will  
3 continue to monitor whether additional behavioral health technicians are needed to perform assessments.  
4
- 5 • Behavioral Health Professionals: Based upon the network inventory of FTEs, needs of members, and member input,  
6 the number of behavioral health professionals appears sufficient to meet current member needs. NARBHA will  
7 continue to monitor whether additional behavioral health professionals are needed to perform assessments.  
8
- 9 • Psychiatrists, Nurse Practitioners, or Physician Assistants: Based upon utilization, the geographic location of  
10 providers and members, current and anticipated eligibility and enrollment numbers, and current and anticipated  
11 member needs, the addition of four prescribers will be sufficient to meet member's needs; already in 2004, three of  
12 these four prescribers have been added to NARBHA's provider network. NARBHA prescribers dedicate 832 hours  
13 a week to medication assessment and prescribing in outpatient services, inpatient services and crisis services, this is  
14 substantially above the 705 hours that NARBHA has determined its provider network requires to be minimally  
15 sufficient.  
16

### 17 **Logic Model**

18 NARBHA uses the ADHS/DBHS Logic Model to collect and analyze data and determine if and where capacity gaps  
19 exist. The application of this model is instrumental in establishing how identified capacity gaps will be addressed and  
20 monitored. The ADHS/DBHS Logic Model involves the collection and continual analysis of three types of data:  
21 administrative database and data extracts; provider organizational/structural information/practice patterns; and consumer  
22 input.  
23

24 Examples of administrative database and data extracts include: numbers of current and anticipated eligible and enrolled  
25 members; demographic data such as cultural and linguistic needs of members; penetration rates; diagnostic data; access  
26 to care and timeliness of service data; results from independent case file reviews; the geographic distribution of providers  
27 and members; the number of members who are receiving services outside of NARBHA's region; and the types of  
28 services that are accessed out of network. This quantitative data is collected primarily through NARBHA's Quality  
29 Management Department and is reviewed through NARBHA's Provider Performance Committee.  
30

31 Examples of provider data from organizational/structural information/practice patterns include: the network inventory  
32 which indicates the number and types of staff that provide specific services; quarterly loss/gain reports which indicates  
33 which network providers have been permanently or temporarily added or lost; and utilization data which shows the  
34 volume and types of services received by members across providers.  
35

36 Examples of the third and very important data source is the qualitative data obtained from individuals intimately  
37 involved with the provider network: include consumer and customer satisfaction surveys; problem resolutions; and  
38 grievance and appeals. Also included in this category, and which cannot often be captured by quantitative data, are: the  
39 observations and subjective experiences of members, families, case managers, participants in child and family teams;  
40 administrative and professional staff in network provider agencies; and staff from other governmental agencies that serve  
41 members, such as Child Protective Services, probation and parole departments, the courts, educational systems, and  
42 DDD. This qualitative data is primarily obtained by NARBHA's Clinical Operations Department through participation  
43 in community forums, such as the Regional Children's Council of Northern Arizona, interfacing with providers and  
44 members in the community, and participation in initiatives facilitated by ADHS/DBHS, and other agencies that provide  
45 services to members. The importance of the perspectives of members and individuals who work with members cannot  
46 be overstated and is instrumental to any behavioral health delivery network. Such personal and professional perspectives  
47 are also an important part of identifying and addressing trends and issues before they become larger problems and, by  
48 partnering with other agencies and stakeholders, individual member and system issues can be addressed more  
49 effectively.  
50

51 The ADHS/DBHS Logic Model requires the synthesis of these quantitative and qualitative data elements to establish  
52 patterns and trends. Data also directs how gaps in NARBHA's provider network can be addressed and results of system  
53 changes can be analyzed for effectiveness and continual adjustment and refinement. A recent example of the effective  
54 application of the use of the ADHS/DBHS Logic Model occurred this past year. NARBHA's administrative data  
55 showed that more members diagnosed with co-occurring developmental disabilities and behavioral health issues were  
56 being enrolled, and were anticipated to be enrolled in the future, and that these members were receiving services outside



NARBHA's GSA or were more likely to receive institutional care within NARBHA's GSA. Through provider organizational/structural information/practice patterns, such as NARBHA's network inventory and provider listing, NARBHA recognized that its current provider network did not contain sufficient specialty services to meet the complex needs of members with co-occurring behavioral health issues and developmental disabilities. NARBHA also obtained qualitative data from professionals who work with these members and DDD to determine that a need existed for this specialty service that was not being sufficiently met. As a result of this analysis, NARBHA identified the need to establish specialized residential services for these members and made the development of this service a priority in NARBHA's Annual Provider Network Development and Management Plan. The methods identified include, partnering with DDD; establishing programmatic criteria and goals; and establishing, with DES, a request for proposal for a dually licensed Group Home for Individuals who are Developmentally Disabled and a Behavioral Health Level II Residential Facility. Such collaborative and innovative efforts represent only one example of the effective application of the ADHS/DBHS Logic Model and the positive outcomes that can be achieved.

To expand provider network capacity and sufficiency by July 1, 2005, NARBHA has established the following priorities, based upon an analysis of data and application of the ADHS/DBHS Logic Model:

- Increasing supported housing for Title XIX/Non-Title XIX SMI and Title XIX substance abuse populations in Holbrook and Page, and if funds are available, supported housing for substance abusing women. In June of 2004, a housing complex with eight beds was opened in Page;
- Expanding lower levels of care and/or creating a Level II facility for the Title XIX substance abuse population;
- Expansion of self help/peer support;
- Through partnership with the DES/DDD, establish two Level II Group Homes, one for adults with behavioral health issues and developmental disabilities and one for children behavioral health issues and developmental disabilities;
- Monitor utilization of Therapeutic Foster Care Homes for children, with focus on Hopi and White Mountain Apache Reservations.
- Expand geographic availability of opioid replacement services.
- Adding four additional prescribers within NARBHA's GSA; in June of 2004 three additional prescribers were added to NARBHA's provider network.
- Addressing the need to expand treatment and service options for the Title XIX and Non-Title XIX substance abuse and co-occurring populations.



Northern Arizona Regional Behavioral Health Authority  
GSA 1 RBHA

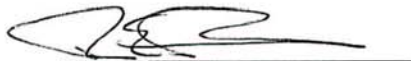
Letter of Intent

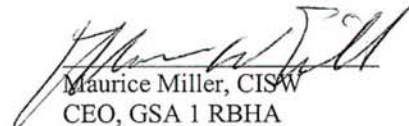
This letter shall serve to express the intent of AdvancePCS to continue its contractual relationship with Northern Arizona Regional Behavioral Health Authority to provide behavioral health services to northern Arizona consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2005 for Fiscal Year 2005-2006. AdvancePCS and Northern Arizona Regional Behavioral Health Authority agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

AdvancePCS

Northern Arizona Regional  
Behavioral Health  
Authority

  
Richard Potter

  
Maurice Miller, CISW  
CEO, GSA 1 RBHA

Account Executive  
Title

9-24-04  
Date

9/17/2004  
Date

9501 East Shea Boulevard  
Scottsdale, Arizona 85260



## Northern Arizona Regional Behavioral Health Authority

1300 South Yale Street

Flagstaff, Arizona 86001

Maurice W. Miller, A.C.S.W. Chief Executive Officer

Northern Arizona Regional Behavioral Health Authority  
GSA 1 RBHA

### Letter of Intent

This letter shall serve to express the intent of Apache Behavioral Health Services to continue its contractual relationship with Northern Arizona Regional Behavioral Health Authority to provide behavioral health services to northern Arizona consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2005 for Fiscal Year 2005-2006. Apache Behavioral Health Services and Northern Arizona Regional Behavioral Health Authority agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.


Apache Behavioral Health Services

Northern Az Regional  
Behavioral Health  
Authority

  
Signature

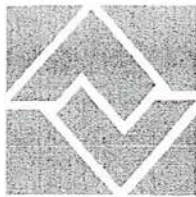
ADHS Director  
Title

9-13-04  
Date

  
Maurice Miller, CISW  
CEO, GSA 1 RBHA  
9-24-04  
Date

phone 928.774.7128 fax 928.774.5665 www.narbha.org www.narbha.com





## Northern Arizona Regional Behavioral Health Authority

1300 South Yale Street

Flagstaff, Arizona 86001

Maurice W. Miller, A.C.S.W. Chief Executive Officer

Northern Arizona Regional Behavioral Health Authority  
GSA 1 RBHA

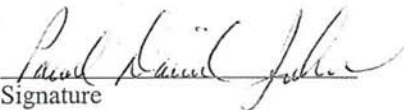
### Letter of Intent

This letter shall serve to express the intent of Arizona Baptist Children's Services to continue its contractual relationship with Northern Arizona Regional Behavioral Health Authority to provide behavioral health services to northern Arizona consumers.

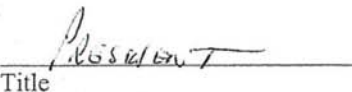
The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2005 for Fiscal Year 2005-2006. Arizona Baptist Children's Services and Northern Arizona Regional Behavioral Health Authority agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

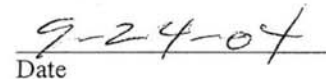
Arizona Baptist Children's Services

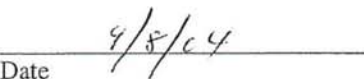
Northern Az Regional  
Behavioral Health  
Authority

  
Signature

  
Maurice Miller, CISW  
CEO, GSA 1 RBHA

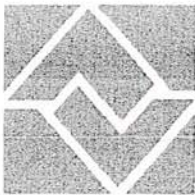
  
Title

  
Date

  
Date

phone 928.774.7128 fax 928.774.5665 www.narbha.org www.narbha.com





## Northern Arizona Regional Behavioral Health Authority

1300 South Yale Street

Flagstaff, Arizona 86001

Maurice W. Miller, A.C.S.W. Chief Executive Officer

Northern Arizona Regional Behavioral Health Authority  
GSA 1 RBHA

### Letter of Intent

This letter shall serve to express the intent of Arizona Children's Association to continue its contractual relationship with Northern Arizona Regional Behavioral Health Authority to provide behavioral health services to northern Arizona consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2005 for Fiscal Year 2005-2006. Arizona Children's Association and Northern Arizona Regional Behavioral Health Authority agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

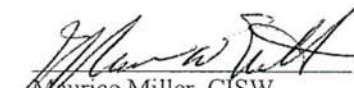
Arizona Children's Association

  
Signature

PRES & CEO  
Title

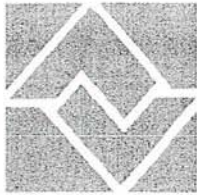
8/31/04  
Date

Northern Az Regional  
Behavioral Health  
Authority

  
Maurice Miller, CISW  
CEO, GSA 1 RBHA

9-24-04  
Date

phone 928.774.7128 fax 928.774.5665 www.narbha.org www.narbha.com



## Northern Arizona Regional Behavioral Health Authority

1300 South Yale Street

Flagstaff, Arizona 86001

Maurice W. Miller, A.C.S.W. Chief Executive Officer

Northern Arizona Regional Behavioral Health Authority  
GSA 1 RBHA

### Letter of Intent

This letter shall serve to express the intent of Arizona State Hospital to continue its contractual relationship with Northern Arizona Regional Behavioral Health Authority to provide behavioral health services to northern Arizona consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2005 for Fiscal Year 2005-2006. Arizona State Hospital and Northern Arizona Regional Behavioral Health Authority agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Arizona State Hospital

Northern Az Regional  
Behavioral Health  
Authority

Signature

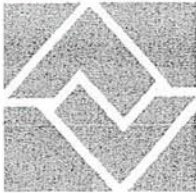
Maurice Miller, CISW  
CEO, GSA 1 RBHA

Title

Date

Date

phone 928.774.7128 fax 928.774.5665 www.narbha.org www.narbha.com



## Northern Arizona Regional Behavioral Health Authority

1300 South Yale Street

Flagstaff, Arizona 86001

Maurice W. Miller, A.C.S.W. Chief Executive Officer

Northern Arizona Regional Behavioral Health Authority  
GSA 1 RBHA

### Letter of Intent

This letter shall serve to express the intent of Askan Foundation to continue its contractual relationship with Northern Arizona Regional Behavioral Health Authority to provide behavioral health services to northern Arizona consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2005 for Fiscal Year 2005-2006. Askan Foundation and Northern Arizona Regional Behavioral Health Authority agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Askan Foundation

Northern Az Regional  
Behavioral Health  
Authority

Cindy McClung  
Signature

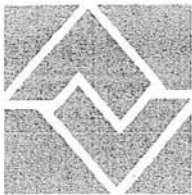
Executive Director  
Title

9/7/04  
Date

Maurice Miller  
Maurice Miller, CISW  
CEO, GSA 1 RBHA

9-24-04  
Date

phone 928.774.7128 fax 928.774.5665 www.narbha.org www.narbha.com



## Northern Arizona Regional Behavioral Health Authority

1300 South Yale Street

Flagstaff, Arizona 86001

Maurice W. Miller, A.C.S.W. Chief Executive Officer

Northern Arizona Regional Behavioral Health Authority  
GSA 1 RBHA

### Letter of Intent

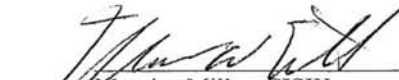
This letter shall serve to express the intent of Big Brothers Big Sisters of Northern Arizona to continue its contractual relationship with Northern Arizona Regional Behavioral Health Authority to provide behavioral health services to northern Arizona consumers.


The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2005 for Fiscal Year 2005-2006. Big Brothers Big Sisters of Northern Arizona and Northern Arizona Regional Behavioral Health Authority agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

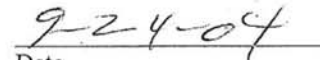
Big Brothers Big Sisters  
of Northern Arizona

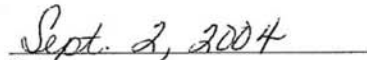
Northern Az Regional  
Behavioral Health  
Authority

  
Signature

  
Maurice Miller, CISW  
CEO, GSA 1 RBHA

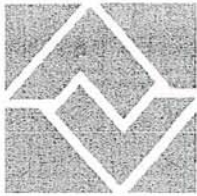
  
Title

  
Date

  
Date

phone 928.774.7128 fax 928.774.5665 www.narbha.org www.narbha.com





## Northern Arizona Regional Behavioral Health Authority

1300 South Yale Street

Flagstaff, Arizona 86001

Maurice W. Miller, A.C.S.W. Chief Executive Officer

Northern Arizona Regional Behavioral Health Authority  
GSA 1 RBHA

### Letter of Intent

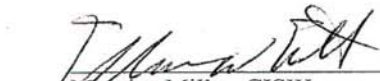
This letter shall serve to express the intent of Catholic Social Services Foundation to continue its contractual relationship with Northern Arizona Regional Behavioral Health Authority to provide behavioral health services to northern Arizona consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2005 for Fiscal Year 2005-2006. Catholic Social Services and Northern Arizona Regional Behavioral Health Authority agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Catholic Social Services

Northern Az Regional  
Behavioral Health  
Authority

  
Signature

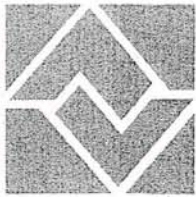
  
Maurice Miller, CISW  
CEO, GSA 1 RBHA

COO  
Title

9-24-04  
Date

9/2/04  
Date

phone 928.774.7128 fax 928.774.5665 www.narbha.org www.narbha.com



## Northern Arizona Regional Behavioral Health Authority

1300 South Yale Street Flagstaff, Arizona 86001

Maurice W. Miller, A.C.S.W. Chief Executive Officer

Northern Arizona Regional Behavioral Health Authority  
GSA 1 RBHA

### Letter of Intent

This letter shall serve to express the intent of Chicano Por La Chausa to continue its contractual relationship with Northern Arizona Regional Behavioral Health Authority to provide behavioral health services to northern Arizona consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2005 for Fiscal Year 2005-2006. Chicano Por La Chausa and Northern Arizona Regional Behavioral Health Authority agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Chicano Por La Chausa

Signature

Title

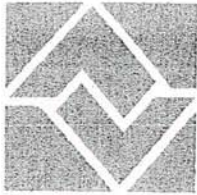
Date

Northern Az Regional  
Behavioral Health  
Authority

Maurice Miller, CISW  
CEO, GSA 1 RBHA

Date

phone 928.774.7128 fax 928.774.5665 www.narbha.org www.narbha.com



## Northern Arizona Regional Behavioral Health Authority

1300 South Yale Street

Flagstaff, Arizona 86001

Maurice W. Miller, A.C.S.W. Chief Executive Officer

Northern Arizona Regional Behavioral Health Authority  
GSA 1 RBHA

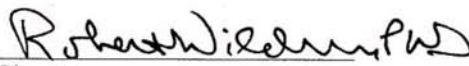
### Letter of Intent

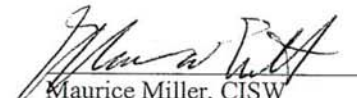
This letter shall serve to express the intent of Community Counseling Centers to continue its contractual relationship with Northern Arizona Regional Behavioral Health Authority to provide behavioral health services to northern Arizona consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2005 for Fiscal Year 2005-2006. Community Counseling Centers and Northern Arizona Regional Behavioral Health Authority agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Community Counseling Centers

Northern Az Regional  
Behavioral Health  
Authority

  
Signature

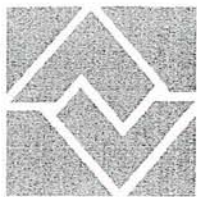
  
Maurice Miller, CISW  
CEO, GSA 1 RBHA

Chief Executive Officer  
Title

9-24-04  
Date

September 2, 2004  
Date

phone 928.774.7128 fax 928.774.5665 www.narbha.org www.narbha.com



## Northern Arizona Regional Behavioral Health Authority

1300 South Yale Street

Flagstaff, Arizona 86001

Maurice W. Miller, A.C.S.W. Chief Executive Officer

Northern Arizona Regional Behavioral Health Authority  
GSA 1 RBHA


### Letter of Intent

This letter shall serve to express the intent of Community Medical Services to continue its contractual relationship with Northern Arizona Regional Behavioral Health Authority to provide behavioral health services to northern Arizona consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2005 for Fiscal Year 2005-2006. Community Medical Services and Northern Arizona Regional Behavioral Health Authority agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

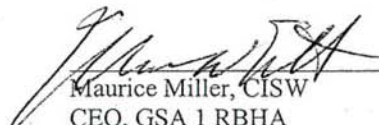
Community Medical Services

Northern Az Regional  
Behavioral Health  
Authority

  
Signature

CEO  
Title

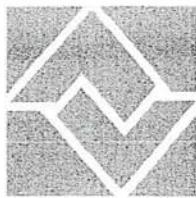
9-8-04  
Date

  
Maurice Miller, C.S.W.  
CEO, GSA 1 RBHA

9-21-04  
Date

phone 928.774.7128 fax 928.774.5665 www.narbha.org www.narbha.com





## Northern Arizona Regional Behavioral Health Authority

1300 South Yale Street

Flagstaff, Arizona 86001

Maurice W. Miller, A.C.S.W. Chief Executive Officer


Northern Arizona Regional Behavioral Health Authority  
GSA 1 RBHA

### Letter of Intent


This letter shall serve to express the intent of Creative Networks to continue its contractual relationship with Northern Arizona Regional Behavioral Health Authority to provide behavioral health services to northern Arizona consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2005 for Fiscal Year 2005-2006. Creative Networks and Northern Arizona Regional Behavioral Health Authority agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

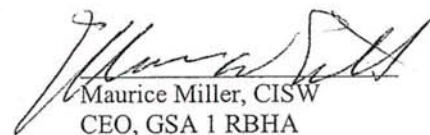
Creative Networks

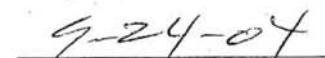
  
Signature

  
Title

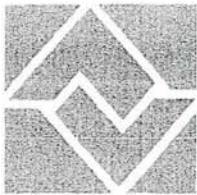
  
Date

Northern Az Regional  
Behavioral Health  
Authority

  
Maurice Miller, CISW  
CEO, GSA 1 RBHA

  
Date

phone 928.774.7128 fax 928.774.5665 www.narbha.org www.narbha.com



## Northern Arizona Regional Behavioral Health Authority

1300 South Yale Street

Flagstaff, Arizona 86001

Maurice W. Miller, A.C.S.W. Chief Executive Officer

Northern Arizona Regional Behavioral Health Authority  
GSA 1 RBHA

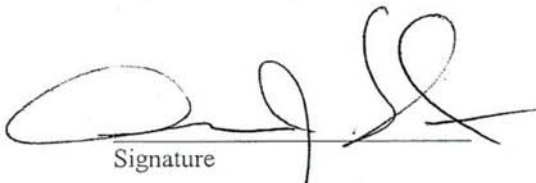
### Letter of Intent

This letter shall serve to express the intent of Daybreak Behavioral Resources, L.L.C. to continue its contractual relationship with Northern Arizona Regional Behavioral Health Authority to provide behavioral health services to northern Arizona consumers.

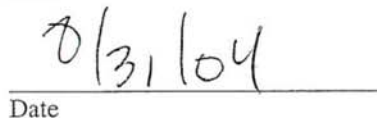
The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2005 for Fiscal Year 2005-2006. Daybreak Behavioral Resources, L.L.C. and Northern Arizona Regional Behavioral Health Authority agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

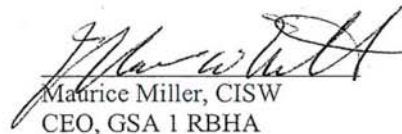
Daybreak Behavioral Resources, L.L.C.

Northern Az Regional  
Behavioral Health  
Authority

  
Signature

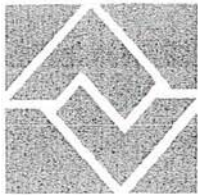
  
Title

  
Date

  
Maurice Miller, CISW  
CEO, GSA 1 RBHA

  
Date

phone 928.774.7128 fax 928.774.5665 www.narbha.org www.narbha.com



## Northern Arizona Regional Behavioral Health Authority

1300 South Yale Street

Flagstaff, Arizona 86001

Maurice W. Miller, A.C.S.W. Chief Executive Officer

Northern Arizona Regional Behavioral Health Authority  
GSA 1 RBHA

### Letter of Intent

This letter shall serve to express the intent of Devereux Arizona to continue its contractual relationship with Northern Arizona Regional Behavioral Health Authority to provide behavioral health services to northern Arizona consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2005 for Fiscal Year 2005-2006. Devereux Arizona and Northern Arizona Regional Behavioral Health Authority agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

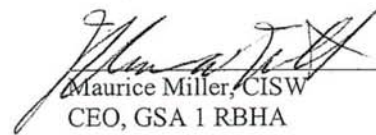
Devereux Arizona

Northern Az Regional  
Behavioral Health  
Authority

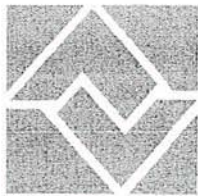
  
Signature

Executive Director  
Title

Sept. 8, 2004  
Date

  
Maurice Miller, C.S.W.  
CEO, GSA 1 RBHA  
9-24-04  
Date

phone 928.774.7128 fax 928.774.5665 www.narbha.org www.narbha.com



## Northern Arizona Regional Behavioral Health Authority

1300 South Yale Street

Flagstaff, Arizona 86001

Maurice W. Miller, A.C.S.W. Chief Executive Officer

Northern Arizona Regional Behavioral Health Authority  
GSA 1 RBHA

### Letter of Intent

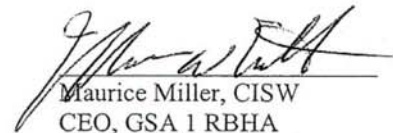
This letter shall serve to express the intent of EMPACT to continue its contractual relationship with Northern Arizona Regional Behavioral Health Authority to provide behavioral health services to northern Arizona consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2005 for Fiscal Year 2005-2006. EMPACT and Northern Arizona Regional Behavioral Health Authority agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

EMPACT

Northern Az Regional  
Behavioral Health  
Authority

  
Signature

  
Maurice Miller, CISW  
CEO, GSA 1 RBHA

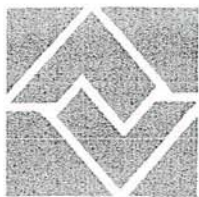
President/CEO  
Title

9-24-04  
Date

9/2/04  
Date

phone 928.774.7128 fax 928.774.5665 www.narbha.org www.narbha.com





## Northern Arizona Regional Behavioral Health Authority

1300 South Yale Street

Flagstaff, Arizona 86001

Maurice W. Miller, A.C.S.W. Chief Executive Officer

Northern Arizona Regional Behavioral Health Authority  
GSA 1 RBHA

### Letter of Intent

This letter shall serve to express the intent of Hopi Guidance Center to continue its contractual relationship with Northern Arizona Regional Behavioral Health Authority to provide behavioral health services to northern Arizona consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2005 for Fiscal Year 2005-2006. Hopi Guidance Center and Northern Arizona Regional Behavioral Health Authority agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Hopi Guidance Center

Signature Mark D. Lewis

Administrative Director

Title Hopi Guidance Center

September 14, 2004

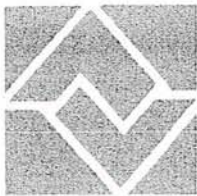
Date

Northern Az Regional  
Behavioral Health  
Authority

Maurice Miller, CISW  
CEO, GSA 1 RBHA

9-24-04  
Date

phone 928.774.7128 fax 928.774.5665 www.narbha.org www.narbha.com



## Northern Arizona Regional Behavioral Health Authority

1300 South Yale Street

Flagstaff, Arizona 86001

Maurice W. Miller, A.C.S.W. Chief Executive Officer

Northern Arizona Regional Behavioral Health Authority  
GSA 1 RBHA

### Letter of Intent

This letter shall serve to express the intent of Human Resources Training to continue its contractual relationship with Northern Arizona Regional Behavioral Health Authority to provide behavioral health services to northern Arizona consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2005 for Fiscal Year 2005-2006. Human Resources Training and Northern Arizona Regional Behavioral Health Authority agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Human Resources Training

Northern Az Regional  
Behavioral Health  
Authority

James R. Finegan  
Signature

Maurice Miller, CISW  
CEO, GSA 1 RBHA

Director  
Title

9-24-04  
Date

9-2-04  
Date

phone 928.774.7128 fax 928.774.5665 www.narbha.org www.narbha.com



## Northern Arizona Regional Behavioral Health Authority

1300 South Yale Street

Flagstaff, Arizona 86001

Maurice W. Miller, A.C.S.W. Chief Executive Officer

Northern Arizona Regional Behavioral Health Authority  
GSA 1 RBHA

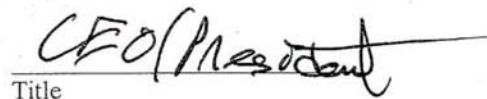
### Letter of Intent

This letter shall serve to express the intent of Jewish Family and Children's Services to continue its contractual relationship with Northern Arizona Regional Behavioral Health Authority to provide behavioral health services to northern Arizona consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2005 for Fiscal Year 2005-2006. Jewish Family and Children's Services and Northern Arizona Regional Behavioral Health Authority agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

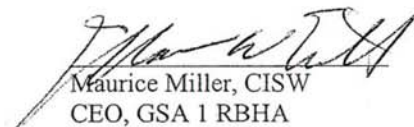
Jewish Family and Children's Services

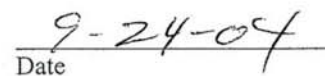
  
Signature

  
Title

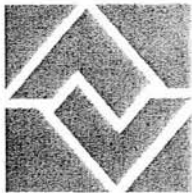
  
Date

Northern Az Regional  
Behavioral Health  
Authority

  
Maurice Miller, CISW  
CEO, GSA 1 RBHA

  
Date

phone 928.774.7128 fax 928.774.5665 www.narbha.org www.narbha.com



## Northern Arizona Regional Behavioral Health Authority

1300 South Yale Street

Flagstaff, Arizona 86001

Maurice W. Miller, A.C.S.W. Chief Executive Officer

Northern Arizona Regional Behavioral Health Authority  
GSA 1 RBHA

### Letter of Intent

This letter shall serve to express the intent of Little Colorado Behavioral Health Centers to continue its contractual relationship with Northern Arizona Regional Behavioral Health Authority to provide behavioral health services to northern Arizona consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2005 for Fiscal Year 2005-2006. Little Colorado Behavioral Health Centers and Northern Arizona Regional Behavioral Health Authority agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Little Colorado Behavioral Health Centers

Northern Az Regional  
Behavioral Health  
Authority

Michael Downs

Signature

CEO

Title

9/7/04

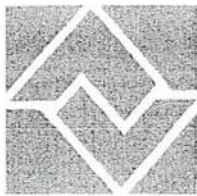
Date

Maurice Miller  
Maurice Miller, CISW  
CEO, GSA 1 RBHA

9-24-04  
Date

phone 928.774.7128 fax 928.774.5665 www.narbha.org www.narbha.com





## Northern Arizona Regional Behavioral Health Authority

1300 South Yale Street

Flagstaff, Arizona 86001

Maurice W. Miller, A.C.S.W. Chief Executive Officer

Northern Arizona Regional Behavioral Health Authority  
GSA 1 RBHA

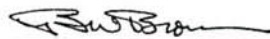
### Letter of Intent

This letter shall serve to express the intent of Mohave Mental Health Clinic, Inc. to continue its contractual relationship with Northern Arizona Regional Behavioral Health Authority to provide behavioral health services to northern Arizona consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2005 for Fiscal Year 2005-2006. Mohave Mental Health Clinic, Inc. and Northern Arizona Regional Behavioral Health Authority agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Mohave Mental Health Clinic, Inc.

Northern Az Regional  
Behavioral Health  
Authority



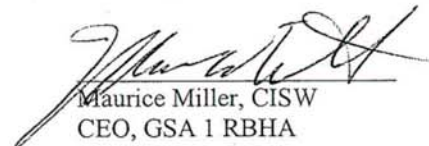
Signature

CEO

Title

9-1-04

Date

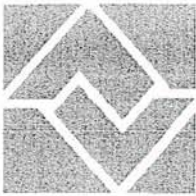


Maurice Miller, CISW  
CEO, GSA 1 RBHA

9-24-04

Date

phone 928.774.7128 fax 928.774.5665 www.narbha.org www.narbha.com



## Northern Arizona Regional Behavioral Health Authority

1300 South Yale Street

Flagstaff, Arizona 86001

Maurice W. Miller, A.C.S.W. Chief Executive Officer

Northern Arizona Regional Behavioral Health Authority  
GSA 1 RBHA

### Letter of Intent

This letter shall serve to express the intent of NAZCARE to continue its contractual relationship with Northern Arizona Regional Behavioral Health Authority to provide behavioral health services to northern Arizona consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2005 for Fiscal Year 2005-2006. NAZCARE and Northern Arizona Regional Behavioral Health Authority agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

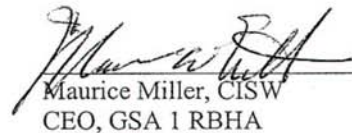
NAZCARE

Northern Az Regional  
Behavioral Health  
Authority

  
Signature

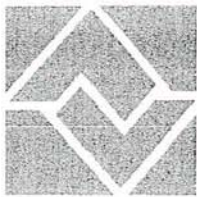
CEO  
Title

8/31/04  
Date

  
Maurice Miller, C.S.W.  
CEO, GSA 1 RBHA

8-24-04  
Date

phone 928.774.7128 fax 928.774.5665 www.narbha.org www.narbha.com



## Northern Arizona Regional Behavioral Health Authority

1300 South Yale Street

Flagstaff, Arizona 86001

Maurice W. Miller, A.C.S.W. Chief Executive Officer

Northern Arizona Regional Behavioral Health Authority  
GSA 1 RBHA

### Letter of Intent

This letter shall serve to express the intent of Southwest Children's Services, dba Parc Place to continue its contractual relationship with Northern Arizona Regional Behavioral Health Authority to provide behavioral health services to northern Arizona consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2005 for Fiscal Year 2005-2006. Parc Place and Northern Arizona Regional Behavioral Health Authority agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.


Southwest Children's Services  
dba Parc Place

Northern Az Regional  
Behavioral Health  
Authority

  
Signature

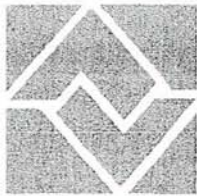
  
Maurice Miller, CISW  
CEO, GSA 1 RBHA

  
Title

  
Date

  
Date

phone 928.774.7128 fax 928.774.5665 www.narbha.org www.narbha.com



## Northern Arizona Regional Behavioral Health Authority

1300 South Yale Street

Flagstaff, Arizona 86001

Maurice W. Miller, A.C.S.W. Chief Executive Officer

Northern Arizona Regional Behavioral Health Authority  
GSA 1 RBHA

### Letter of Intent

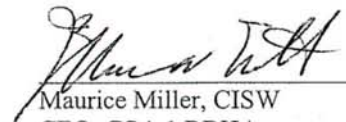
This letter shall serve to express the intent of Phoenix Children's Hospital to continue its contractual relationship with Northern Arizona Regional Behavioral Health Authority to provide behavioral health services to northern Arizona consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2005 for Fiscal Year 2005-2006. Phoenix Children's Hospital and Northern Arizona Regional Behavioral Health Authority agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Phoenix Children's Hospital

Northern Az Regional  
Behavioral Health  
Authority

  
Signature

  
Maurice Miller, CISW  
CEO, GSA 1 RBHA

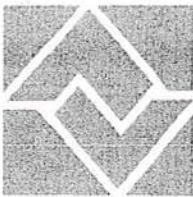
CFO  
Title

9-24-04  
Date

9/7/04  
Date

phone 928.774.7128 fax 928.774.5665 www.narbha.org www.narbha.com





## Northern Arizona Regional Behavioral Health Authority

1300 South Yale Street

Flagstaff, Arizona 86001

Maurice W. Miller, A.C.S.W. Chief Executive Officer

Northern Arizona Regional Behavioral Health Authority  
GSA 1 RBHA

### Letter of Intent

This letter shall serve to express the intent of Prehab of Arizona to continue its contractual relationship with Northern Arizona Regional Behavioral Health Authority to provide behavioral health services to northern Arizona consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2005 for Fiscal Year 2005-2006. Prehab of Arizona and Northern Arizona Regional Behavioral Health Authority agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Prehab of Arizona

Northern Az Regional  
Behavioral Health  
Authority

Signature

Title

Executive Director  
9-27-04

Date

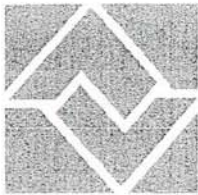
9-07-04

Maurice Miller, CISW  
CEO, GSA 1 RBHA

Date

9-24-04

phone 928.774.7128 fax 928.774.5665 www.narbha.org www.narbha.com



## Northern Arizona Regional Behavioral Health Authority

1300 South Yale Street

Flagstaff, Arizona 86001

Maurice W. Miller, A.C.S.W. Chief Executive Officer

Northern Arizona Regional Behavioral Health Authority  
GSA 1 RBHA

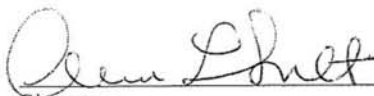
### Letter of Intent

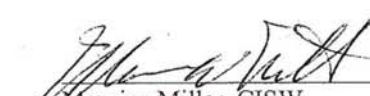
This letter shall serve to express the intent of Prescott Unified School District No. 1 to continue its contractual relationship with Northern Arizona Regional Behavioral Health Authority to provide behavioral health services to northern Arizona consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2005 for Fiscal Year 2005-2006. Prescott Unified School District No. 1 and Northern Arizona Regional Behavioral Health Authority agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Prescott Unified School District No. 1

Northern Az Regional  
Behavioral Health  
Authority

  
Signature

  
Maurice Miller, CISW  
CEO, GSA 1 RBHA

Prescott Unified School  
Title District Family Support  
Services Coordinator

9-24-04  
Date

September 1, 2004  
Date



621 SW Alder  
Suite 400  
Portland, OR 97205

T: 1.800.435.2197  
503.499.6200  
F: 503.499.6250  
E: [pro2call@protocallsrv.com](mailto:pro2call@protocallsrv.com)  
[www.protocallsrv.com](http://www.protocallsrv.com)

September 20, 2004

Mr. Maurice Miller  
CEO  
NARBHA  
125 East Elm Street  
Flagstaff, AZ 86001

Dear Mr. Miller:

I am writing this letter of support to Northern Arizona Regional Behavioral Health regarding their intent to respond to the RFP for the Greater Arizona Regional Behavioral Health Authorities posted by the Arizona Department of Health Service/Division of Behavioral Health Service.

NARBHA is uniquely qualified for this responsibility with their established and successful history of providing quality behavioral health services to the Northern Arizona community. ProtoCall has worked as a call center provider for NARBHA since December 1998. Since that time, NARBHA has demonstrated their superior professionalism and leadership in helping ProtoCall to identify and consistently respond to the diverse needs of the consumers of behavioral health services in Arizona.

ProtoCall values its relationship with all of the NARBHA administrators and staff as well as with their consumers. We look forward to continuing this critical work with the NARBHA organization.

Sincerely yours,

Phil Evans  
President/CEO  
ProtoCall Services, Inc.



Northern Arizona Regional Behavioral Health Authority  
GSA 1 RBHA

Letter of Intent

This letter shall serve to express the intent of ProtoCall Services, Inc. to continue its contractual relationship with Northern Arizona Regional Behavioral Health Authority to provide behavioral health services to northern Arizona consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2005 for Fiscal Year 2005-2006. ProtoCall Services, Inc. and Northern Az Regional Behavioral Health Authority agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

ProtoCall Services, Inc.

Philip H. Evans  
President/CEO

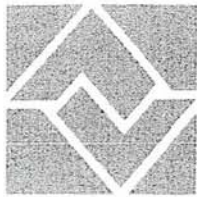
9-20-04  
Date

Northern Az Regional  
Behavioral Health  
Authority

Maurice Miller, CISW  
CEO, GSA 1 RBHA

9-24-04  
Date





## Northern Arizona Regional Behavioral Health Authority

1300 South Yale Street

Flagstaff, Arizona 86001

Maurice W. Miller, A.C.S.W. Chief Executive Officer

Northern Arizona Regional Behavioral Health Authority  
GSA 1 RBHA


### Letter of Intent

This letter shall serve to express the intent of St. Luke's Behavioral Health to continue its contractual relationship with Northern Arizona Regional Behavioral Health Authority to provide behavioral health services to northern Arizona consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2005 for Fiscal Year 2005-2006. St. Luke's Behavioral Health and Northern Arizona Regional Behavioral Health Authority agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

St. Luke's Behavioral Health

Northern Az Regional  
Behavioral Health  
Authority

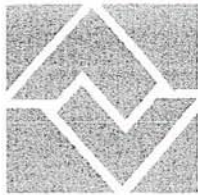
  
Signature

Director of Managed Care  
Title

9/13/04  
Date

  
Maurice Miller, CFSW  
CEO, GSA 1 RBHA  
9-24-04  
Date

phone 928.774.7128 fax 928.774.5665 www.narbha.org www.narbha.com



## Northern Arizona Regional Behavioral Health Authority

1300 South Yale Street

Flagstaff, Arizona 86001

Maurice W. Miller, A.C.S.W. Chief Executive Officer

Northern Arizona Regional Behavioral Health Authority  
GSA 1 RBHA

### Letter of Intent

This letter shall serve to express the intent of The Guidance Center to continue its contractual relationship with Northern Arizona Regional Behavioral Health Authority to provide behavioral health services to northern Arizona consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2005 for Fiscal Year 2005-2006. The Guidance Center and Northern Arizona Regional Behavioral Health Authority agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

The Guidance Center

Northern Az Regional  
Behavioral Health  
Authority

Linda Cowan  
Signature

Maurice Miller  
Maurice Miller, CISW  
CEO, GSA 1 RBHA

CEO  
Title

9-24-04  
Date

9/3/04  
Date

phone 928.774.7128 fax 928.774.5665 www.narbha.org www.narbha.com



# Total Transit, Inc.

*Taxicabs, Special Needs Vans & Buses*

September 20, 2004

Northern Arizona Regional Behavioral Health Authority  
130 S. Yale Street  
Flagstaff, Arizona 86001

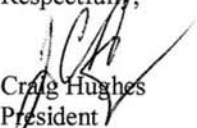
Attn: Laura Hartgroves, Contracts and Provider Network Administrator

Re: Letter of Intent for NARBHA RFP

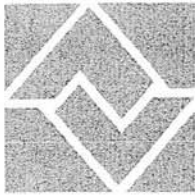
Ms. Hartgroves:

In response to your August 30, 2004 request for a Letter of Intent from Total Transit, Inc./Meditrans to continue its contractual relationship with NARBHA to provide behavioral health services to northern Arizona consumers, Total Transit does agree to use its best efforts to renew the existing Provider Agreement on or before the expiration date of the current agreement on June 30, 2005. Should the existing agreement expire before a new agreement is in effect, and should NARBHA wish to avail themselves of the services of Total Transit, Total Transit reserves the right to adjust its service description and rates, if necessary, for any subsequent service period.

Respectfully,

  
Craig Hughes  
President  
Total Transit, Inc.

RECEIVED NARBHA  
Route to:  
SEP 24 2004

## Northern Arizona Regional Behavioral Health Authority

1300 South Yale Street

Flagstaff, Arizona 86001

Maurice W. Miller, A.C.S.W. Chief Executive Officer

Northern Arizona Regional Behavioral Health Authority  
GSA 1 RBHA

### Letter of Intent

This letter shall serve to express the intent of Total Transit to continue its contractual relationship with Northern Arizona Regional Behavioral Health Authority to provide behavioral health services to northern Arizona consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2005 for Fiscal Year 2005-2006. Total Transit and Northern Arizona Regional Behavioral Health Authority agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Total Transit

Northern Az Regional  
Behavioral Health  
Authority

Signature

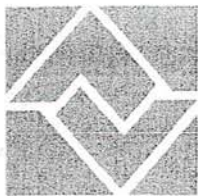
Title

Date

Maurice Miller, CISW  
CEO, GSA 1 RBHA

Date





## Northern Arizona Regional Behavioral Health Authority

1300 South Yale Street

Flagstaff, Arizona 86001

Maurice W. Miller, A.C.S.W. Chief Executive Officer

Northern Arizona Regional Behavioral Health Authority  
GSA 1 RBHA

### Letter of Intent

This letter shall serve to express the intent of Verde Valley Guidance Clinic to continue its contractual relationship with Northern Arizona Regional Behavioral Health Authority to provide behavioral health services to northern Arizona consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2005 for Fiscal Year 2005-2006. Verde Valley Guidance Clinic and Northern Arizona Regional Behavioral Health Authority agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Verde Valley Guidance Clinic

Northern Az Regional  
Behavioral Health  
Authority

Robert D. Curtin  
Signature

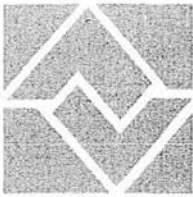
Maurice W. Miller  
Maurice Miller, CISW  
CEO, GSA 1 RBHA

Chief Executive Officer  
Title

9-24-04  
Date

9/7/2004  
Date

phone 928.774.7128 fax 928.774.5665 www.narbha.org www.narbha.com



## Northern Arizona Regional Behavioral Health Authority

1300 South Yale Street

Flagstaff, Arizona 86001

Maurice W. Miller, A.C.S.W. Chief Executive Officer

Northern Arizona Regional Behavioral Health Authority  
GSA 1 RBHA


### Letter of Intent

This letter shall serve to express the intent of West Yavapai Guidance Clinic to continue its contractual relationship with Northern Arizona Regional Behavioral Health Authority to provide behavioral health services to northern Arizona consumers.

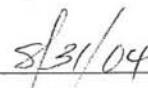
The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2005 for Fiscal Year 2005-2006. West Yavapai Guidance Clinic and Northern Arizona Regional Behavioral Health Authority agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

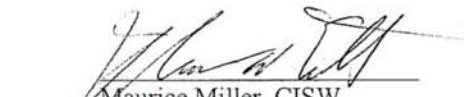
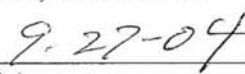
West Yavapai Guidance Clinic

Northern Az Regional  
Behavioral Health  
Authority

  
Signature

  
Title

  
Date

  
Maurice Miller, CISW  
CEO, GSA 1 RBHA  
  
Date

phone 928.774.7128 fax 928.774.5665 www.narbha.org www.narbha.com



## Northern Arizona Regional Behavioral Health Authority

1300 South Yale Street

Flagstaff, Arizona 86001

Maurice W. Miller, A.C.S.W. Chief Executive Officer

Northern Arizona Regional Behavioral Health Authority  
GSA 1 RBHA

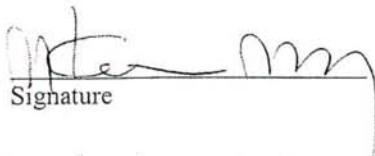
### Letter of Intent

This letter shall serve to express the intent of Yavapai Big Brothers/Big Sisters to continue its contractual relationship with Northern Arizona Regional Behavioral Health Authority to provide behavioral health services to northern Arizona consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2005 for Fiscal Year 2005-2006. Yavapai Big Brothers/Big Sisters and Northern Arizona Regional Behavioral Health Authority agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Yavapai Big Brothers/Big Sisters

Northern Az Regional  
Behavioral Health  
Authority

  
Signature

President & CEO  
Title

9/3/04  
Date

  
Maurice Miller, CISW  
CEO, GSA 1 RBHA

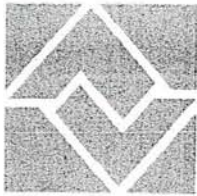
9-24-04  
Date

RECEIVED NARBHA  
Route to:  
SEP 09 2004


phone 928.774.7128 fax 928.774.5665 www.narbha.org www.narbha.com



1



## Northern Arizona Regional Behavioral Health Authority

1300 South Yale Street

Flagstaff, Arizona 86001

Maurice W. Miller, A.C.S.W. Chief Executive Officer

Northern Arizona Regional Behavioral Health Authority  
GSA 1 RBHA

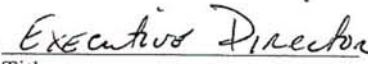
### Letter of Intent

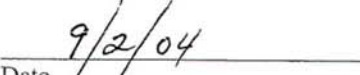
This letter shall serve to express the intent of Youth Development Institute to continue its contractual relationship with Northern Arizona Regional Behavioral Health Authority to provide behavioral health services to northern Arizona consumers.

The parties agree to use their best efforts to renew the existing Provider Agreement on or before June 30, 2005 for Fiscal Year 2005-2006. Youth Development Institute and Northern Arizona Regional Behavioral Health Authority agree that their existing Provider Agreement will remain in effect until the execution of the aforementioned Provider Agreement.

Youth Development Institute

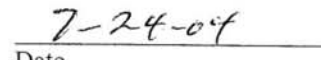
  
Signature

  
Title

  
Date

Northern Az Regional  
Behavioral Health  
Authority

  
Maurice Miller, CISW  
CEO, GSA 1 RBHA

  
Date

phone 928.774.7128 fax 928.774.5665 www.narbha.org www.narbha.com





Provider Type #	Zip Code	Provider Name	Provider Street Address	City	Child	SMI	GMH	SA
02	86001	FLAGSTAFF MEDICAL CENTER	1200 N BEAVER ST.	FLAGSTAFF	X	X	X	X
02	85016	PHOENIX CHILDREN'S HOSPITAL	1919 E THOMAS RD.	PHOENIX	X			
03	85028	A.E. UNITED DRUGS #0046	4648 E SHEA BLVD. #A-160	PHOENIX	X	X	X	X
03	85304-2237	ALBERTSONS #0941 PHARMACY	5040 W CACTUS RD.	GLENDALE	X	X	X	X
03	85201-6919	ALBERTSONS #0942 PHARMACY	1919 W MAIN ST.	MESA	X	X	X	X
03	85053-7547	ALBERTSONS #0944 PHARMACY	2814 W BELL RD. #1430	PHOENIX	X	X	X	X
03	85021-5159	ALBERTSONS #0952 PHARMACY	8035 N 19TH AVE.	PHOENIX	X	X	X	X
03	85257-1326	ALBERTSONS #0955 PHARMACY	2785 N SCOTTSDALE RD.	SCOTTSDALE	X	X	X	X
03	86401-3675	ALBERTSONS #0962 PHARMACY	3260 STOCKTON HILL RD.	KINGMAN	X	X	X	X
03	85715-3803	ALBERTSONS #0963 PHARMACY	6600 E GRANT RD.	TUCSON	X	X	X	X
03	85028-3017	ALBERTSONS #0970 PHARMACY	10665 N TATUM BLVD.	PHOENIX	X	X	X	X
03	85224	ALBERTSONS #0981 PHARMACY	3145 N ALMA SCHOOL RD.	CHANDLER	X	X	X	X
03	85215-0000	ALBERTSONS #0989 PHARMACY	2727 N POWER RD.	MESA	X	X	X	X
03	85203-7201	ALBERTSONS #0993 PHARMACY	445 N STAPLEY DR.	MESA	X	X	X	X
03	85220	ALBERTSONS #1002 PHARMACY	9243 E BASELINE	MESA	X	X	X	X
03	85283-2912	ALBERTSONS #8940 PHARMACY	750 E GUADALUPE RD.	TEMPE	X	X	X	X
03	85224-2923	ALBERTSONS #8943 PHARMACY	1200 N ALMA SCHOOL RD.	CHANDLER	X	X	X	X
03	85033-5546	ALBERTSONS #8945 PHARMACY	7333 W THOMAS RD.	PHOENIX	X	X	X	X
03	85044-6402	ALBERTSONS #8946 PHARMACY	4820 E RAY RD.	PHOENIX	X	X	X	X
03	85213	ALBERTSONS #8948 PHARMACY	441 N VAL VISTA	MESA	X	X	X	X
03	85032-4818	ALBERTSONS #8956 PHARMACY	4747 E GREENWAY RD.	PHOENIX	X	X	X	X
03	85234-4532	ALBERTSONS #8957 PHARMACY	750 N GILBERT RD.	GILBERT	X	X	X	X
03	85206-5216	ALBERTSONS #8958 PHARMACY	325 S POWER RD.	MESA	X	X	X	X
03	85710	ALBERTSONS #8959 PHARMACY	6401 E 22ND ST.	TUCSON	X	X	X	X
03	85741-2305	ALBERTSONS #8960 PHARMACY	7300 N LA CHOLLA BLVD.	TUCSON	X	X	X	X
03	85719-2811	ALBERTSONS #8961 PHARMACY	2854 N CAMPBELL AVE.	TUCSON	X	X	X	X
03	85748-3210	ALBERTSONS #8964 PHARMACY	9595 E BROADWAY BLVD.	TUCSON	X	X	X	X
03	86314	ALBERTSONS #8965 PHARMACY	7450 E HWY 69	PRESCOTT VLY	X	X	X	X
03	85250	ALBERTSONS #8966 PHARMACY	6965 N HAYDEN RD.	SCOTTSDALE	X	X	X	X
03	86001	ALBERTSONS #8967 PHARMACY	1416 E ROUTE 66	FLAGSTAFF	X	X	X	X



Provider Type #	Zip Code	Provider Name	Provider Street Address	City	Child	SMI	GMH	SA
03	85222-4216	ALBERTSONS #8968 PHARMACY	1116 E FLORENCE BLVD.	CASA GRANDE	X	X	X	X
03	85260	ALBERTSONS #8969 PHARMACY	15660 N FRANK L WRGHT BLVD.	SCOTTSDALE	X	X	X	X
03	85382-3714	ALBERTSONS #8971 PHARMACY	8950 W BELL RD.	PEORIA	X	X	X	X
03	85745-2228	ALBERTSONS #8972 PHARMACY	1350 N SILVERBELL RD.	TUCSON	X	X	X	X
03	85308-6805	ALBERTSONS #8974 PHARMACY	20255 N 59TH AVE.	GLENDALE	X	X	X	X
03	85016-3901	ALBERTSONS #8975 PHARMACY	1625 E CAMELBACK RD.	PHOENIX	X	X	X	X
03	85338-0000	ALBERTSONS #8976 PHARMACY	409 N LITCHFIELD RD.	GOODYEAR	X	X	X	X
03	85351	ALBERTSONS #8977 PHARMACY	14551 W GRAND AVE.	SURPRISE	X	X	X	X
03	85262-1226	ALBERTSONS #8979 PHARMACY	34442 N SCOTTSDALE RD.	SCOTTSDALE	X	X	X	X
03	85202-9002	ALBERTSONS #8980 PHARMACY	1951 W BASELINE RD.	MESA	X	X	X	X
03	85259	ALBERTSONS #8983 PHARMACY	11475 E VIA LINDA	SCOTTSDALE	X	X	X	X
03	85206	ALBERTSONS #8984 PHARMACY	2070 S POWER RD.	MESA	X	X	X	X
03	85032	ALBERTSONS #8985 PHARMACY	18411 N CAVE CREEK RD.	PHOENIX	X	X	X	X
03	85704-1508	ALBERTSONS #8988 PHARMACY	5085 N LA CANADA DR.	TUCSON	X	X	X	X
03	85382-2461	ALBERTSONS #8991 PHARMACY	8248 W DEER VALLEY RD.	PEORIA	X	X	X	X
03	85233-8443	ALBERTSONS #8992 PHARMACY	717 W RAY RD.	GILBERT	X	X	X	X
03	85345-5931	ALBERTSONS #8998 PHARMACY	8150 W PEORIA AVE.	PEORIA	X	X	X	X
03	85255-4134	APOTHECARY SHOP-GREYHAWK	20201 N SCOTTSDALE	SCOTTSDALE	X	X	X	X
03	85260-6427	APOTHECARY SHOP-SCOTTSDALE	7425 E SHEA BLVD. #112	SCOTTSDALE	X	X	X	X
03	85258-5087	APOTHECARY SHOP-SCOTTSDALE	9777 N 91ST ST. #C-102	SCOTTSDALE	X	X	X	X
03	85224-5401	ARROW PHARMACY, INC.	11 W BOSTON ST.	CHANDLER	X	X	X	X
03	85226-3439	BASHAS' UNITED DRUG #1	6085 W CHANDLER BLVD.	CHANDLER	X	X	X	X
03	85024-2900	BASHAS' UNITED DRUG #113	731 E UNION HILLS DR.	PHOENIX	X	X	X	X
03	85203-2866	BASHAS' UNITED DRUG #14	1954 E MCKELLIPS RD.	MESA	X	X	X	X
03	85282	BASHAS' UNITED DRUG #19	3115 S MCCLINTOCK	TEMPE	X	X	X	X
03	85220-3307	BASHAS' UNITED DRUG #22	10715 E APACHE TRAIL	APACHE JCT	X	X	X	X
03	85248-7645	BASHAS' UNITED DRUG #43	10325 E RIGGS RD.	SUN LAKES	X	X	X	X
03	85284-4558	BASHAS' UNITED DRUG #48	1761 E WARNER RD.	TEMPE	X	X	X	X
03	85206-1700	BASHAS' UNITED DRUG #50	6720 E BROADWAY	MESA	X	X	X	X
03	85390-2415	BASHAS' UNITED DRUG #55	275 N TEGNER ST.	WICKENBURG	X	X	X	X



Provider Type #	Zip Code	Provider Name	Provider Street Address	City	Child	SMI	GMH	SA
03	85705-2451	BASHAS' UNITED DRUG #69	3923 N FLOWING WELLS RD.	TUCSON	X	X	X	X
03	85750	BASHAS' UNITED DRUG #71	6900 E SUNRISE DR.	TUCSON	X	X	X	X
03	85225	BASHAS' UNITED DRUG #72	1919 E RAY RD.	CHANDLER	X	X	X	X
03	85310	BASHAS' UNITED DRUG #81	6760 W DEER VALLEY RD.	GLENDALE	X	X	X	X
03	85234-2803	BASHAS' UNITED DRUG #84	4321 E BASELINE	GILBERT	X	X	X	X
03	85224-6150	BASHAS' UNITED DRUG #85	1920 W CHANDLER BLVD.	CHANDLER	X	X	X	X
03	85748-6704	BASHAS' UNITED DRUG #86	100 S HOUGHTON RD.	TUCSON	X	X	X	X
03	85032-5768	BASHAS' UNITED DRUG #90	3901 E THUNDERBIRD RD.	PHOENIX	X	X	X	X
03	85255	BASHAS' UNITED DRUG #97	20745 N SCOTTSDALE RD.	SCOTTSDALE	X	X	X	X
03	85260-2187	BASHAS' UNITED DRUG #99	10111 E BELL RD.	SCOTTSDALE	X	X	X	X
03	85219-1958	BASHAS' UNITED DRUGS #82	5310 S SUPERSTITION MTN.	GOLD CANYON	X	X	X	X
03	85248	BASHAS' UNITED DRUG #76	2840 S ALMA SCHOOL RD.	CHANDLER	X	X	X	X
03	85306-4641	BEST CARE PHARMACY	5757 W THUNDERBIRD RD.	GLENDALE	X	X	X	X
03	85032-2158	BLAINES UNITED DRUGS #10	3811 E BELL RD. #105	PHOENIX	X	X	X	X
03	85351-3047	BOSWELL W MED UNITED DRUG	10503 W THUNDERBIRD	SUN CITY	X	X	X	X
03	85032-2237	CACTUS UNITED DRUGS #0089	4045 E BELL RD. #101	PHOENIX	X	X	X	X
03	85018-2824	CAMELBACK VLG UNITED DRUGS	4416 E CAMELBACK RD.	PHOENIX	X	X	X	X
03	85712-6106	CHILDREN'S CLINICS FOR REHAB	2600 N WYATT DR.	TUCSON	X	X	X	X
03	85224-6145	CIGNA AT CHANDLER #72	1717 W CHANDLER BLVD.	CHANDLER	X	X	X	X
03	85283-1511	CIGNA AT CJ HARRIS #68	1920 E BASELINE RD.	TEMPE	X	X	X	X
03	85053-2707	CIGNA AT DEER VALLEY #67	16635 N 43RD AVE.	PHOENIX	X	X	X	X
03	85006-2519	CIGNA AT MCDOWELL #59	755 E MCDOWELL RD.	PHOENIX	X	X	X	X
03	85032-7601	CIGNA AT PARADISE VALLEY #60	12635 N 42ND ST.	PHOENIX	X	X	X	X
03	85304-1252	CIGNA AT PASEO #61	5891 W EUGIE AVE.	GLENDALE	X	X	X	X
03	85020-4330	CIGNA AT POINTE #55	7600 N 15TH ST. #185	PHOENIX	X	X	X	X
03	85251-3607	CIGNA AT SCOTTSDALE #58	7631 E INDIAN SCHOOL RD.	SCOTTSDALE	X	X	X	X
03	85040-5425	CIGNA AT SOUTH MOUNTAIN #56	7236 S CENTRAL AVE.	PHOENIX	X	X	X	X
03	85204-5015	CIGNA AT STAPLEY #63	1111 S STAPLEY DR.	MESA	X	X	X	X
03	85351-3034	CIGNA AT SUN CITY #53	13041 N DEL WEBB BLVD.	SUN CITY	X	X	X	X
03	85375-5783	CIGNA AT SUN CITY WEST #74	14300 W GRANITE VALLEY DR.	SUN CITY WEST	X	X	X	X



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03	85208-4001	CIGNA AT SUPERSTITION SPR #70	6811 E SUPERSTITION SPRING	MESA	X	X	X	X
03	85282-1308	CIGNA AT TEMPE #64	433 W BROADWAY RD.	TEMPE	X	X	X	X
03	85035-1216	CIGNA AT WESTRIDGE #66	2302 N 75TH AVE.	PHOENIX	X	X	X	X
03	85251	CIVIC CENTER PHARMACY	7331 E OSBORN DR. #208	SCOTTSDALE	X	X	X	X
03	85262-1221	CLARKS PHARMACY	34155 N SCOTTSDALE RD.	SCOTTSDALE	X	X	X	X
03	85716-3410	CLINIC PRESCRIPTION PHARMACY	1601 N TUCSON BLVD. #38	TUCSON	X	X	X	X
03	85344	COLORADO RIVER IHS PHARMACY	ROUTE 1 BOX 12	PARKER	X	X	X	X
03	85202-4709	COMMUNITY CLINICAL UNTD DRUG	1450 S DOBSON RD. #A-102	MESA	X	X	X	X
03	85042-6551	COMMUNITY HEALTH CENTER	635 E BASELINE RD.	PHOENIX	X	X	X	X
03	85021-2803	COMMUNITY PHARMACY	2423 W DUNLAP AVE. #100	PHOENIX	X	X	X	X
03	85018-5236	CORNERSTONE UNITED DRUGS #0837	3923 E INDIAN SCHOOL RD.	PHOENIX	X	X	X	X
03	85712-2826	DANNYS SUNSCRIPT PHARM #0016	5393 E ERICKSON DR. #10	TUCSON	X	X	X	X
03	85746-6015	EL RIO HEALTH CENTER PHARMACY	1500 W COMMERCE RD.	TUCSON	X	X	X	X
03	85745-2819	EL RIO HEALTH CENTER PHARMACY	839 W CONGRESS ST.	TUCSON	X	X	X	X
03	85712-2137	EL SOL FAMILY MEDICINE	2260 N ROSEMONT BLVD.	TUCSON	X	X	X	X
03	85008-3849	FAIRMONT UNITED DRUGS	1617 N 32ND ST. #5	PHOENIX	X	X	X	X
03	85232-9998	FLORENCE UNITED DRUG #3407	231 N MAIN ST.	FLORENCE	X	X	X	X
03	85204-4445	FOOD 4 LESS PHARMACY #8819	1045 S GILBERT RD.	MESA	X	X	X	X
03	85714-1167	FOOD 4 LESS PHARMACY #8823	1221 W IRVINGTON RD.	TUCSON	X	X	X	X
03	85704-1130	FOOD 4 LESS PHARMACY #8848	1990 W ORANGE GROVE RD.	TUCSON	X	X	X	X
03	85020-2841	FOOD CITY UNITED DRUG #126	115 E DUNLAP AVE.	PHOENIX	X	X	X	X
03	85016-8014	FRY'S FOOD & DRUG PHARMCY #002	3036 E THOMAS RD.	PHOENIX	X	X	X	X
03	85021-4206	FRY'S FOOD & DRUG PHARMCY #004	8901 N 19TH AVE.	PHOENIX	X	X	X	X
03	85257-3744	FRY'S FOOD & DRUG PHARMCY #005	7770 E MCDOWELL RD.	SCOTTSDALE	X	X	X	X
03	85306-4635	FRY'S FOOD & DRUG PHARMCY #006	5771 W THUNDERBIRD RD.	GLENDALE	X	X	X	X
03	85382-3804	FRY'S FOOD & DRUG PHARMCY #007	7759 W BELL RD.	PEORIA	X	X	X	X
03	85204-6002	FRY'S FOOD & DRUG PHARMCY #008	1244 S GILBERT RD.	MESA	X	X	X	X
03	85301-5401	FRY'S FOOD & DRUG PHARMCY #010	4353 W BETHANY HOME RD.	GLENDALE	X	X	X	X
03	85023-1361	FRY'S FOOD & DRUG PHARMCY #012	18420 N 19TH AVE. #B-628	PHOENIX	X	X	X	X
03	85033-3139	FRY'S FOOD & DRUG PHARMCY #013	7445 W INDIAN SCHOOL RD.	PHOENIX	X	X	X	X



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03	85282-5601	FRY'S FOOD & DRUG PHARMCY #014	3115 S MCCLINTOCK DR.	TEMPE	X	X	X	X
03	85234-2648	FRY'S FOOD & DRUG PHARMCY #015	3751 E BASELINE RD.	GILBERT	X	X	X	X
03	85713-2020	FRY'S FOOD & DRUG PHARMCY #017	2150 E 22ND ST.	TUCSON	X	X	X	X
03	85737-9353	FRY'S FOOD & DRUG PHARMCY #018	10661 N ORACLE RD.	ORO VALLEY	X	X	X	X
03	85712-2558	FRY'S FOOD & DRUG PHARMCY #019	3920 E GRANT RD.	TUCSON	X	X	X	X
03	85713-6001	FRY'S FOOD & DRUG PHARMCY #020	3640 S 16TH AVE.	TUCSON	X	X	X	X
03	85705-5770	FRY'S FOOD & DRUG PHARMCY #021	555 E GRANT RD.	TUCSON	X	X	X	X
03	85283-3277	FRY'S FOOD & DRUG PHARMCY #022	1835 E GUADALUPE RD.	TEMPE	X	X	X	X
03	85215-2754	FRY'S FOOD & DRUG PHARMCY #023	5941 E MCKELLIPS RD.	MESA	X	X	X	X
03	85226-1901	FRY'S FOOD & DRUG PHARMCY #024	4949 W RAY RD.	CHANDLER	X	X	X	X
03	85251-0000	FRY'S FOOD & DRUG PHARMCY #025	7628-A E INDIAN SCHOOL RD.	SCOTTSDALE	X	X	X	X
03	85302-4209	FRY'S FOOD & DRUG PHARMCY #026	5116 W OLIVE AVE.	GLENDALE	X	X	X	X
03	85044	FRY'S FOOD & DRUG PHARMCY #027	3616 E RAY RD.	PHOENIX	X	X	X	X
03	85308-3530	FRY'S FOOD & DRUG PHARMCY #028	4315 W BELL RD.	GLENDALE	X	X	X	X
03	85203-8242	FRY'S FOOD & DRUG PHARMCY #029	1900 E UNIVERSITY DR.	MESA	X	X	X	X
03	85031-2611	FRY'S FOOD & DRUG PHARMCY #031	5127 W INDIAN SCHOOL RD.	PHOENIX	X	X	X	X
03	85704-6346	FRY'S FOOD & DRUG PHARMCY #032	7951 N ORACLE RD.	TUCSON	X	X	X	X
03	85730-1000	FRY'S FOOD & DRUG PHARMCY #033	7050 E GOLF LINKS RD.	TUCSON	X	X	X	X
03	85710-1649	FRY'S FOOD & DRUG PHARMCY #034	7812 E SPEEDWAY BLVD.	TUCSON	X	X	X	X
03	85741-2093	FRY'S FOOD & DRUG PHARMCY #036	3770 W INA RD.	TUCSON	X	X	X	X
03	85224-1967	FRY'S FOOD & DRUG PHARMCY #037	981 W ELLIOT RD.	CHANDLER	X	X	X	X
03	85022-2684	FRY'S FOOD & DRUG PHARMCY #038	731 E BELL RD.	PHOENIX	X	X	X	X
03	85015-3524	FRY'S FOOD & DRUG PHARMCY #039	1625 W CAMELBACK RD.	PHOENIX	X	X	X	X
03	85023	FRY'S FOOD & DRUG PHARMCY #040	3421 W THUNDERBIRD	PHOENIX	X	X	X	X
03	85201-5555	FRY'S FOOD & DRUG PHARMCY #041	825 W UNIVERSITY DR.	MESA	X	X	X	X
03	85710-7343	FRY'S FOOD & DRUG PHARMCY #042	9401 E 22ND ST.	TUCSON	X	X	X	X
03	85283-1072	FRY'S FOOD & DRUG PHARMCY #043	2700 W BASELINE RD.	TEMPE	X	X	X	X
03	85205-7114	FRY'S FOOD & DRUG PHARMCY #044	4422 E UNIVERSITY DR.	MESA	X	X	X	X
03	85381-9585	FRY'S FOOD & DRUG PHARMCY #045	7455 W CACTUS RD.	PEORIA	X	X	X	X
03	85040-6554	FRY'S FOOD & DRUG PHARMCY #046	520 E BASELINE RD.	PHOENIX	X	X	X	X



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03	85222-5318	FRY'S FOOD & DRUG PHARMCY #048	1385 E FLORENCE BLVD.	CASA GRANDE	X	X	X	X
03	85338-1224	FRY'S FOOD & DRUG PHARMCY #049	390 N LITCHFIELD RD.	GOODYEAR	X	X	X	X
03	85258-1023	FRY'S FOOD & DRUG PHARMCY #050	10456 N 74TH ST.	SCOTTSDALE	X	X	X	X
03	85224-4006	FRY'S FOOD & DRUG PHARMCY #051	1950 W RAY RD.	CHANDLER	X	X	X	X
03	85233-7249	FRY'S FOOD & DRUG PHARMCY #052	855 W WARNER RD.	GILBERT	X	X	X	X
03	85260	FRY'S FOOD & DRUG PHARMCY #053	15488 N PIMA RD.	SCOTTSDALE	X	X	X	X
03	85254-6000	FRY'S FOOD & DRUG PHARMCY #054	4842 E BELL RD.	SCOTTSDALE	X	X	X	X
03	85206-4301	FRY'S FOOD & DRUG PHARMCY #055	1915 S POWER RD.	MESA	X	X	X	X
03	85345-7049	FRY'S FOOD & DRUG PHARMCY #056	9043 W OLIVE	PEORIA	X	X	X	X
03	85743-9510	FRY'S FOOD & DRUG PHARMCY #057	7870 N SILVERBELL RD.	MARANA	X	X	X	X
03	85714-1806	FRY'S FOOD & DRUG PHARMCY #058	2001 E IRVINGTON RD.	TUCSON	X	X	X	X
03	85635	FRY'S FOOD & DRUG PHARMCY #059	4351 E HIGHWAY 90	SIERRA VISTA	X	X	X	X
03	85308	FRY'S FOOD & DRUG PHARMCY #060	20220 N 59TH AVE.	GLENDALE	X	X	X	X
03	85374-3436	FRY'S FOOD & DRUG PHARMCY #061	15510 W BELL RD.	SURPRISE	X	X	X	X
03	85210	FRY'S FOOD & DRUG PHARMCY #062	554 W BASELINE RD.	MESA	X	X	X	X
03	86314	FRY'S FOOD & DRUG PHARMCY #063	3100 N GLASSFORD HILL RD.	PRESCOTT VLY	X	X	X	X
03	85296-3130	FRY'S FOOD & DRUG PHARMCY #064	714 S VAL VISTA DR.	GILBERT	X	X	X	X
03	85220-3433	FRY'S FOOD & DRUG PHARMCY #065	185 W APACHE TRAIL	APACHE JCT	X	X	X	X
03	85323	FRY'S FOOD & DRUG PHARMCY #066	10675 W INDIAN SCHOOL RD.	AVONDALE	X	X	X	X
03	85282-3667	FRY'S FOOD & DRUG PHARMCY #101	3232 S MILL AVE.	TEMPE	X	X	X	X
03	86326-4643	FRY'S FOOD & DRUG PHARMCY #103	1100 S HIGHWAY 279, #A	COTTONWOOD	X	X	X	X
03	86001-4836	FRY'S FOOD & DRUG PHARMCY #104	201 N SWITZER CANYON DR.	FLAGSTAFF	X	X	X	X
03	85364-6430	FRY'S FOOD & DRUG PHARMCY #107	500 W 24TH ST.	YUMA	X	X	X	X
03	85539-9735	FRY'S FOOD & DRUG PHARMCY #109	ROUTE 60 & MAIN	MIAMI	X	X	X	X
03	85323-1230	FRY'S FOOD & DRUG PHARMCY #112	1575 N DYSART RD.	AVONDALE	X	X	X	X
03	85201-7018	FRY'S FOOD & DRUG PHARMCY #113	1245 W MAIN ST.	MESA	X	X	X	X
03	85382-0000	FRY'S FOOD & DRUG PHARMCY #114	9245 W UNION HILLS BLVD.	PEORIA	X	X	X	X
03	85208-2305	FRY'S FOOD & DRUG PHARMCY #115	435 E ELLSWORTH RD.	MESA	X	X	X	X
03	86305-1806	FRY'S FOOD & DRUG PHARMCY #116	950 FAIR ST.	PRESCOTT	X	X	X	X
03	85714-2437	FRY'S FOOD & DRUG PHARMCY #119	902 W IRVINGTON RD.	TUCSON	X	X	X	X



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03	85254-1910	FRY'S FOOD & DRUG PHARMCY #120	6321 E GREENWAY RD.	SCOTTSDALE	X	X	X	X
03	85032-5836	FRY'S FOOD & DRUG PHARMCY #121	4025 E THUNDERBIRD RD.	PHOENIX	X	X	X	X
03	85351-3433	FRY'S FOOD & DRUG PHARMCY #122	10660 NW GRAND AVE.	SUN CITY	X	X	X	X
03	85204-1530	FRY'S FOOD & DRUG PHARMCY #123	2727 E BROADWAY	MESA	X	X	X	X
03	85282-3853	FRY'S FOOD & DRUG PHARMCY #124	3255 S RURAL RD.	TEMPE	X	X	X	X
03	85258-4406	FRY'S FOOD & DRUG PHARMCY #125	10450 N 90TH ST.	SCOTTSDALE	X	X	X	X
03	85033-3331	FRY'S FOOD & DRUG PHARMCY #126	6601 W INDIAN SCHOOL RD.	PHOENIX	X	X	X	X
03	85029-2924	FRY'S FOOD & DRUG PHARMCY #127	4202 W CACTUS RD.	PHOENIX	X	X	X	X
03	85013-2207	FRY'S FOOD & DRUG PHARMCY #128	744 W CAMELBACK RD.	PHOENIX	X	X	X	X
03	85016-4704	FRY'S FOOD & DRUG PHARMCY #129	4724 N 20TH ST.	PHOENIX	X	X	X	X
03	85224-2823	FRY'S FOOD & DRUG PHARMCY #130	2075 N ALMA SCHOOL RD.	CHANDLER	X	X	X	X
03	85712-5701	FRY'S FOOD & DRUG PHARMCY #131	2480 N SWAN RD.	TUCSON	X	X	X	X
03	85023-2414	FRY'S FOOD & DRUG PHARMCY #133	17232 N 19TH AVE.	PHOENIX	X	X	X	X
03	85251-7508	FRY'S FOOD & DRUG PHARMCY #134	6080 E THOMAS RD.	SCOTTSDALE	X	X	X	X
03	85018-7614	FRY'S FOOD & DRUG PHARMCY #135	4505 E THOMAS RD.	PHOENIX	X	X	X	X
03	85301-1647	FRY'S FOOD & DRUG PHARMCY #136	4329 W NORTHERN AVE.	GLENDALE	X	X	X	X
03	85710-5113	FRY'S FOOD & DRUG PHARMCY #137	7050 E 22ND ST.	TUCSON	X	X	X	X
03	85719-1005	FRY'S FOOD & DRUG PHARMCY #138	4036 N 1ST AVE.	TUCSON	X	X	X	X
03	85741-2110	FRY'S FOOD & DRUG PHARMCY #140	2950 W INA RD.	TUCSON	X	X	X	X
03	85282-7374	FRY'S FOOD & DRUG PHARMCY #607	5100 S MCCLINTOCK	TEMPE	X	X	X	X
03	85020-2616	FRY'S FOOD & DRUG PHARMCY #609	850 E HATCHER RD.	PHOENIX	X	X	X	X
03	85009-2008	FRY'S FOOD & DRUG PHARMCY #610	4230 W MCDOWELL RD.	PHOENIX	X	X	X	X
03	85205-7902	FRY'S FOOD & DRUG PHARMCY #611	4440 E MAIN ST.	MESA	X	X	X	X
03	85028-3042	FRY'S FOOD & DRUG PHARMCY #612	4707 E SHEA BLVD.	PHOENIX	X	X	X	X
03	85023-3059	FRY'S FOOD & DRUG PHARMCY #617	2727 W BELL RD.	PHOENIX	X	X	X	X
03	85032-2727	FRY'S FOOD & DRUG PHARMCY #618	3246 E BELL RD.	PHOENIX	X	X	X	X
03	85033-2125	FRY'S FOOD & DRUG PHARMCY #619	8325 W INDIAN SCHOOL RD.	PHOENIX	X	X	X	X
03	85258-5404	FRY'S FOOD & DRUG PHARMCY #621	8900 E VIA LINDA	SCOTTSDALE	X	X	X	X
03	85203-2609	FRY'S FOOD & DRUG PHARMCY #622	1935 N STAPLEY DR.	MESA	X	X	X	X
03	85015-8582	FRY'S FOOD & DRUG PHARMCY #623	1815 W GLENDALE AVE.	PHOENIX	X	X	X	X



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03	85234-1544	FRY'S FOOD & DRUG PHARMCY #624	1845 E BASELINE RD.	GILBERT	X	X	X	X
03	85308	FRY'S FOOD & DRUG PHARMCY #625	6611 W BELL RD.	GLENDALE	X	X	X	X
03	85284	FRY'S FOOD & DRUG PHARMCY #627	9900 S RURAL RD.	TEMPE	X	X	X	X
03	85044	FRY'S FOOD & DRUG PHARMCY #628	3949 E CHANDLER BLVD.	PHOENIX	X	X	X	X
03	85029-4037	FRY'S FOOD & DRUG PHARMCY #641	3511 W PEORIA AVE.	PHOENIX	X	X	X	X
03	85085	FRY'S FOOD & DRUG PHARMCY #67	4815 E CAREFREE HWY.	PHOENIX	X	X	X	X
03	85248-2072	FRY'S FOOD & DRUG PHARMCY #69	2010 S ALMA SCHOOL RD.	CHANDLER	X	X	X	X
03	85268	FRY'S FOOD & DRUG PHARMCY #70	14845 E SHEA BLVD.	FOUNTAIN HILLS	X	X	X	X
03	85757	FRY'S FOOD & DRUG PHARMCY#117	10450 N LA CANADA DR.	ORO VALLEY	X	X	X	X
03	85004-1207	GENRICH UNITED DRUGS #0853	333 E VIRGINIA AVE. #12	PHOENIX	X	X	X	X
03	85339-0000	GILA CROSSING HEALTH CENTER	51ST AVE. & BEELINE RD.	LAVEEN	X	X	X	X
03	85306-4706	GOOTS PHARMCY #2	5310 W THUNDERBIRD #10	GLENDALE	X	X	X	X
03	85021-8860	GOOTS PHARMCY #1	1728 W GLENDALE AVE. #2	PHOENIX	X	X	X	X
03	85006-2503	GRUNOW UNITED PHARMACY #0031	926 E MCDOWELL RD. #109	PHOENIX	X	X	X	X
03	85719-4605	JONES UNITED DRUGS #805	1060 N CAMPBELL AVE.	TUCSON	X	X	X	X
03	85282-4446	KERBERS LOWCOST UNTD DRUGS #76	1425 W SOUTHERN AVE.	TEMPE	X	X	X	X
03	85053-3807	KMART PHARMACY #3108	3401 W GREENWAY RD.	PHOENIX	X	X	X	X
03	85746-6554	KMART PHARMACY #3134	1800 W VALENCIA RD.	TUCSON	X	X	X	X
03	85203-9377	KMART PHARMACY #3188	2840 E MAIN ST.	MESA	X	X	X	X
03	85021-4849	KMART PHARMACY #3228	2526 W NORTHERN AVE.	PHOENIX	X	X	X	X
03	85283-1116	KMART PHARMACY #3304	1330 W BASELINE RD.	TEMPE	X	X	X	X
03	86442-6012	KMART PHARMACY #3375	2250 HIGHWAY 95 #256	BULLHEAD CITY	X	X	X	X
03	85741-2204	KMART PHARMACY #3543	4075 W INA RD.	TUCSON	X	X	X	X
03	85224-7939	KMART PHARMACY #3611	2031 N ARIZONA AVE.	CHANDLER	X	X	X	X
03	85353-9004	KMART PHARMACY #3628	8701 W MCDOWELL RD.	TOLLESON	X	X	X	X
03	85215-2741	KMART PHARMACY #3670	5833 E MCKELLIPS RD.	MESA	X	X	X	X
03	86403-5744	KMART PHARMACY #3707	1870 MCCULLOCH BLVD. N	LK HAVASU CITY	X	X	X	X
03	85042-6510	KMART PHARMACY #3858	335 E BASELINE RD.	PHOENIX	X	X	X	X
03	85044-6406	KMART PHARMACY #3918	5050 E RAY RD.	PHOENIX	X	X	X	X
03	85621-1043	KMART PHARMACY #3923	300 W MARIPOSA RD.	NOGALES	X	X	X	X





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03	85257-3748	KMART PHARMACY #4271	7902 E MCDOWELL RD.	SCOTTSDALE	X	X	X	X
03	85202-1127	KMART PHARMACY #4387	1920 W BROADWAY	MESA	X	X	X	X
03	86001-2915	KMART PHARMACY #4711	500 W FOREST MEADOWS ST.	FLAGSTAFF	X	X	X	X
03	85710-2804	KMART PHARMACY #4996	7055 E BROADWAY BLVD.	TUCSON	X	X	X	X
03	85308-8400	KMART PHARMACY #7236	6767 W BELL RD.	GLENDALE	X	X	X	X
03	85220-3686	KMART PHARMACY #7371	3003 W APACHE TRAIL	APACHE JCT	X	X	X	X
03	85208-4601	KMART PHARMACY #7655	1445 N POWER RD.	MESA	X	X	X	X
03	85345-8310	KMART PHARMACY #9406	10140 N 91ST AVE.	PEORIA	X	X	X	X
03	86401-3704	KMART PHARMACY #9528	3340 E ANDY DEVINE AVE.	KINGMAN	X	X	X	X
03	85028-1218	KMART PHARMACY #9825	12025 N 32ND ST.	PHOENIX	X	X	X	X
03	85381-4848	LAKEVIEW E. UNITED DRUGS #0015	13640 N PLAZA DEL RIO BLVD.	PEORIA	X	X	X	X
03	85375-6011	LAKEVIEW W. UNITED DRUG #0814	14506 W GRANITE VALLEY DR.	SUN CITY WEST	X	X	X	X
03	85018-7506	MACK UNITED DRUGS #0020	3628 E THOMAS RD.	PHOENIX	X	X	X	X
03	85031-1708	M-D PHARMACY	4550 N 51ST AVE. #A	PHOENIX	X	X	X	X
03	85202-6456	MEDICAL ARTS PHARMACY	2058 S DOBSON RD. #16	MESA	X	X	X	X
03	85326-2706	MED-RX	310 E MONROE AVE.	BUCKEYE	X	X	X	X
03	85023-2748	MG UNITED DRUGS #0021	4025 W BELL #1-A	PHOENIX	X	X	X	X
03	86004-3659	NO. COUNTRY COMMUNITY HEALTH	2500 N ROSE ST.	FLAGSTAFF	X	X	X	X
03	85215	OSCO DRUG # 2027	2842 N POWER RD.	MESA	X	X	X	X
03	85225-8126	OSCO DRUG # 2260	950 N MCQUEEN RD.	CHANDLER	X	X	X	X
03	85023-0000	OSCO DRUG #1005	4240 W BELL RD.	PHOENIX	X	X	X	X
03	85202-3902	OSCO DRUG #2018	1137 S DOBSON RD.	MESA	X	X	X	X
03	85051	OSCO DRUG #2020	3415 W GLENDALE AVE. #1	PHOENIX	X	X	X	X
03	85203-8910	OSCO DRUG #2021	1410 E MAIN ST.	MESA	X	X	X	X
03	85013-4109	OSCO DRUG #2023	3320 N 7TH AVE.	PHOENIX	X	X	X	X
03	85016-6807	OSCO DRUG #2025	3141 E INDIAN SCHOOL RD.	PHOENIX	X	X	X	X
03	85257-3511	OSCO DRUG #2036	7403 E MCDOWELL RD.	SCOTTSDALE	X	X	X	X
03	85345-6110	OSCO DRUG #2037	9848 W PEORIA AVE.	PEORIA	X	X	X	X
03	85029-4026	OSCO DRUG #2056	3514 W PEORIA AVE.	PHOENIX	X	X	X	X
03	85207	OSCO DRUG #2067	6827 E APACHE BLVD.	MESA	X	X	X	X



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03	85284-1553	OSCO DRUG #2092	910 E ELLIOT RD.	TEMPE	X	X	X	X
03	86442-7505	OSCO DRUG #2094	2350 S MIRACLE MILE	BULLHEAD CITY	X	X	X	X
03	85018-5440	OSCO DRUG #2102	4742 E INDIAN SCHOOL RD.	PHOENIX	X	X	X	X
03	85375-4419	OSCO DRUG #2130	19602 N R.H. JOHNSON BLVD.	SUN CITY WEST	X	X	X	X
03	86326-4604	OSCO DRUG #2134	1179 S HWY 260	COTTONWOOD	X	X	X	X
03	85255-4315	OSCO DRUG #2164	23215 N PIMA RD.	SCOTTSDALE	X	X	X	X
03	86322-0000	OSCO DRUG #2166	522 FINNEY FLAT RD.	CAMP VERDE	X	X	X	X
03	85750-0831	OSCO DRUG #2170	6895 E SUNRISE DR.	TUCSON	X	X	X	X
03	85710-1892	OSCO DRUG #2196	8711 E SPEEDWAY BLVD.	TUCSON	X	X	X	X
03	85224-1470	OSCO DRUG #2209	3000 N ALMA SCHOOL RD.	CHANDLER	X	X	X	X
03	85704-5697	OSCO DRUG #2211	6484 N ORACLE RD.	TUCSON	X	X	X	X
03	85032-7708	OSCO DRUG #2237	12409 N TATUM BLVD.	PHOENIX	X	X	X	X
03	85022-2901	OSCO DRUG #2239	2321 E BELL RD.	PHOENIX	X	X	X	X
03	85251-3602	OSCO DRUG #2244	4380 N MILLER RD.	SCOTTSDALE	X	X	X	X
03	85260	OSCO DRUG #2252	14672 N FRANK LLOYD WRIGHT	SCOTTSDALE	X	X	X	X
03	85204-5602	OSCO DRUG #2280	3547 E SOUTHERN AVE.	MESA	X	X	X	X
03	85208-4903	OSCO DRUG #2281	7561 E BASELINE RD.	MESA	X	X	X	X
03	85382	OSCO DRUG #2294	9172 W UNION HILLS DR.	PEORIA	X	X	X	X
03	85233-5102	OSCO DRUG #2295	1560 E ELLIOT RD.	GILBERT	X	X	X	X
03	85014-1801	OSCO DRUG #2298	6002 N 7TH ST.	PHOENIX	X	X	X	X
03	85296-4723	OSCO DRUG #2299	1644 S LINDSAY RD.	GILBERT	X	X	X	X
03	85635	OSCO DRUG #2301	2090 E FRY BLVD.	SIERRA VISTA	X	X	X	X
03	85202-9005	OSCO DRUG #2302	1836 W BASELINE RD.	MESA	X	X	X	X
03	85201-3505	OSCO DRUG #2304	305 E BROWN RD.	MESA	X	X	X	X
03	85020-4223	OSCO DRUG #2308	7812 N 12TH ST.	PHOENIX	X	X	X	X
03	85351-1073	OSCO DRUG #2309	10720 W BELL RD.	SUN CITY	X	X	X	X
03	85254-5263	OSCO DRUG #2310	10653 N SCOTTSDALE RD.	SCOTTSDALE	X	X	X	X
03	85713-6081	OSCO DRUG #2315	3754 S 16TH AVE.	TUCSON	X	X	X	X
03	85032-2310	OSCO DRUG #2320	4323 E BELL RD.	PHOENIX	X	X	X	X
03	85031-3865	OSCO DRUG #2323	4326 W THOMAS RD.	PHOENIX	X	X	X	X



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03	85306-4628	OSCO DRUG #2324	5805 W THUNDERBIRD RD.	GLENDALE	X	X	X	X
03	85253-4417	OSCO DRUG #2327	7151 E LINCOLN DR.	SCOTTSDALE	X	X	X	X
03	86305-1434	OSCO DRUG #2328	1316 IRON SPRINGS RD.	PRESCOTT	X	X	X	X
03	86001-6317	OSCO DRUG #2329	1121 S PLAZA WAY	FLAGSTAFF	X	X	X	X
03	86004	OSCO DRUG #2330	3506 E ROUTE 66	FLAGSTAFF	X	X	X	X
03	85718-4597	OSCO DRUG #2332	4748 E SUNRISE DR.	TUCSON	X	X	X	X
03	86001-3124	OSCO DRUG #2334	1000 N HUMPHREYS ST. #1	FLAGSTAFF	X	X	X	X
03	86312	OSCO DRUG #2337	7700 E HWY 69	PRESCOTT VLY	X	X	X	X
03	85344-5221	OSCO DRUG #2341	131 W RIVERSIDE DR.	PARKER	X	X	X	X
03	85390-1039	OSCO DRUG #2343	2029 W WICKENBURG WAY	WICKENBURG	X	X	X	X
03	85009-4710	OSCO DRUG #2350	3302 W VAN BUREN ST.	PHOENIX	X	X	X	X
03	85040-3054	OSCO DRUG #2351	5829 S CENTRAL AVE.	PHOENIX	X	X	X	X
03	85023-6310	OSCO DRUG #2352	1911 W THUNDERBIRD RD.	PHOENIX	X	X	X	X
03	85203-2851	OSCO DRUG #2353	1927 N GILBERT RD. #1	MESA	X	X	X	X
03	85614-1955	OSCO DRUG #2354	240 W CONTINENTAL RD.	GREEN VALLEY	X	X	X	X
03	85302-1420	OSCO DRUG #2356	5734 W PEORIA AVE.	GLENDALE	X	X	X	X
03	85024-2906	OSCO DRUG #2358	802 E UNION HILLS DR.	PHOENIX	X	X	X	X
03	85710-1410	OSCO DRUG #2702	7499 E BROADWAY BLVD.	TUCSON	X	X	X	X
03	85741-2247	OSCO DRUG #2703	3785 W INA RD.	TUCSON	X	X	X	X
03	85268-3707	OSCO DRUG #2704	16545 E PALISADES BLVD.	FOUNTAIN HILLS	X	X	X	X
03	85015-3202	OSCO DRUG #2706	5013 N 19TH AVE.	PHOENIX	X	X	X	X
03	85239-4532	OSCO DRUG #2709	838 W ELLIOT RD.	GILBERT	X	X	X	X
03	85283-1102	OSCO DRUG #2710	425 W BASELINE RD.	TEMPE	X	X	X	X
03	85206-2146	OSCO DRUG #2711	415 S HIGLEY RD.	MESA	X	X	X	X
03	85234-5101	OSCO DRUG #2714	3232 E GUADALUPE RD.	GILBERT	X	X	X	X
03	85044-3307	OSCO DRUG #2715	4430 E RAY RD.	PHOENIX	X	X	X	X
03	85201-5418	OSCO DRUG #2716	1202 W UNIVERSITY DR.	MESA	X	X	X	X
03	85374	OSCO DRUG #2720	19505 N SUNRISE BLVD.	SURPRISE	X	X	X	X
03	85730-1232	OSCO DRUG #2722	7901 E GOLF LINKS RD.	TUCSON	X	X	X	X
03	85749-9604	OSCO DRUG #2723	8920 E TANQUE VERDE RD.	TUCSON	X	X	X	X



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03	85033-3225	OSCO DRUG #2728	7434 W INDIAN SCHOOL RD.	PHOENIX	X	X	X	X
03	85205	OSCO DRUG #2732	4330 E UNIVERSITY DR.	MESA	X	X	X	X
03	85205-5306	OSCO DRUG #2736	1102 N HIGLEY RD.	MESA	X	X	X	X
03	85220	OSCO DRUG #2743	1690 W SOUTHERN AVE.	APACHE JCT	X	X	X	X
03	85711-2415	OSCO DRUG #8826	5515 E 5TH ST.	TUCSON	X	X	X	X
03	85282-1502	OSCO DRUG #9205	914 E BROADWAY RD.	TEMPE	X	X	X	X
03	85719-2933	OSCO DRUG #9207	865 E GRANT RD.	TUCSON	X	X	X	X
03	85224-3665	OSCO DRUG #9283	2000 W RAY RD.	CHANDLER	X	X	X	X
03	85220-3958	OSCO DRUG #9293	325 W APACHE TRAIL	APACHE JCT	X	X	X	X
03	85308-8404	OSCO DRUG #9301	6712 W BELL RD.	GLENDALE	X	X	X	X
03	85251	OSCO DRUG #9328	7901 E SCOTTSDALE RD.	SCOTTSDALE	X	X	X	X
03	85259	OSCO DRUG #9338	10781 N FRANK LLOYD WRIGHT	SCOTTSDALE	X	X	X	X
03	85050-4203	OSCO DRUG #9339	21001 N TATUM BLVD.	PHOENIX	X	X	X	X
03	85746-8035	OSCO DRUG #9374	1900 W VALENCIA RD.	TUCSON	X	X	X	X
03	85222	OSCO DRUG #9379	1718 E FLORENCE BLVD.	CASA GRANDE	X	X	X	X
03	85032-7602	PARADISE UNITED DRUGS #0005	4232 E CACTUS RD.	PHOENIX	X	X	X	X
03	85013-4237	PARK CENTRAL N. UNITED DRUG	500 W THOMAS RD. #190	PHOENIX	X	X	X	X
03	85021-8860	PHARMERICA #7054 NH	1728 W GLENDALE AVE. #2	PHOENIX	X	X	X	X
03	85006-2813	PROFESSIONAL CSP PHARMACY #1	1300 N 12TH ST. #300	PHOENIX	X	X	X	X
03	85006-2813	PROFESSIONAL PHARMACY #5	1300 N 12TH ST. #300	PHOENIX	X	X	X	X
03	85018-3903	R & R UNITED DRUGS #11	4301 N 32ND ST.	PHOENIX	X	X	X	X
03	85258-5825	RANCH PHARMACY #0891	9619 N HAYDEN RD. #114	SCOTTSDALE	X	X	X	X
03	85024-1801	ROADRUNNER PHARMACY	19401 N CAVE CREEK RD.	PHOENIX	X	X	X	X
03	85029-4610	S & G UNITED DRUGS #0808	3201 W PEORIA AVE. #B-4	PHOENIX	X	X	X	X
03	85254-6004	SACKS PROF UNITED DRUGS #0054	4921 E BELL RD. #106	SCOTTSDALE	X	X	X	X
03	85351-1018	SAFEWAY PHARMACY #0236	10926 W BELL RD.	SUN CITY	X	X	X	X
03	86301-1642	SAFEWAY PHARMACY #0245	1044 WILLOW CREEK RD.	PRESCOTT	X	X	X	X
03	86442-6902	SAFEWAY PHARMACY #0248	1751 HIGHWAY 95	BULLHEAD CITY	X	X	X	X
03	85220-3687	SAFEWAY PHARMACY #0253	3185 W APACHE TRAIL	APACHE JCT	X	X	X	X
03	85051-5867	SAFEWAY PHARMACY #0257	8021 N 35TH AVE.	PHOENIX	X	X	X	X



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03	85603-9797	SAFEWAY PHARMACY #0261	101 NACO HWY	BISBEE	X	X	X	X
03	85746	SAFEWAY PHARMACY #0267	2940 W VALENCIA RD.	TUCSON	X	X	X	X
03	86312	SAFEWAY PHARMACY #1055	7720 E HIGHWAY 69	PRESCOTT VLY	X	X	X	X
03	85259-4073	SAFEWAY PHARMACY #1126	11275 E VIA LINDA	SCOTTSDALE	X	X	X	X
03	85607-2851	SAFEWAY PHARMACY #1139	90 FIFTH ST.	DOUGLAS	X	X	X	X
03	85027-5299	SAFEWAY PHARMACY #1170	18631 N 19TH AVE.	PHOENIX	X	X	X	X
03	85044-8828	SAFEWAY PHARMACY #1201	4005 E CHANDLER BLVD.	PHOENIX	X	X	X	X
03	85032-5600	SAFEWAY PHARMACY #1202	3131 E THUNDERBIRD RD.	PHOENIX	X	X	X	X
03	86336	SAFEWAY PHARMACY #1207	2300 W HIGHWAY 89-A	SEDONA	X	X	X	X
03	86004-1641	SAFEWAY PHARMACY #1225	1500 E CEDAR AVE.	FLAGSTAFF	X	X	X	X
03	85255-3463	SAFEWAY PHARMACY #1253	23565 N SCOTTSDALE RD.	SCOTTSDALE	X	X	X	X
03	85704-4336	SAFEWAY PHARMACY #1255	7110 N ORACLE RD.	TUCSON	X	X	X	X
03	85602-6501	SAFEWAY PHARMACY #1275	599 W 4TH ST.	BENSON	X	X	X	X
03	85205-8938	SAFEWAY PHARMACY #1290	6120 E MAIN ST.	MESA	X	X	X	X
03	85268-3730	SAFEWAY PHARMACY #1291	13733 N FOUNTAIN HILLS BLVD.	FOUNTAIN HILLS	X	X	X	X
03	86427	SAFEWAY PHARMACY #1474	4823 HIGHWAY 95	FORT MOHAVE	X	X	X	X
03	85250-7244	SAFEWAY PHARMACY #1491	7920 E CHAPARRAL RD.	SCOTTSDALE	X	X	X	X
03	85308	SAFEWAY PHARMACY #1510	20205 N 67TH AVE. #100	GLENDALE	X	X	X	X
03	85338	SAFEWAY PHARMACY #1511	14175 W INDIAN SCHOOL RD.	GOODYEAR	X	X	X	X
03	85020-5332	SAFEWAY PHARMACY #1515	810 E GLENDALE AVE.	PHOENIX	X	X	X	X
03	85375	SAFEWAY PHARMACY #1520	14505 W GRAND AVE.	SURPRISE	X	X	X	X
03	85737-1747	SAFEWAY PHARMACY #1521	12122 N RANCHO VISTOSO	ORO VALLEY	X	X	X	X
03	85296	SAFEWAY PHARMACY #1534	90 S VAL VISTA DR.	GILBERT	X	X	X	X
03	85284	SAFEWAY PHARMACY #1535	1515 E ELLIOT RD.	TEMPE	X	X	X	X
03	85541	SAFEWAY PHARMACY #1536	401 E HWY 260	PAYSON	X	X	X	X
03	85331	SAFEWAY PHARMACY #1543	29834 N CAVE CREEK RD.	PHOENIX	X	X	X	X
03	85260	SAFEWAY PHARMACY #1549	14696 FRANK LLOYD WRIGHT	SCOTTSDALE	X	X	X	X
03	85248-5502	SAFEWAY PHARMACY #1566	4970 S ALMA SCHOOL RD.	CHANDLER	X	X	X	X
03	85213-8452	SAFEWAY PHARMACY #1567	2740 E UNIVERSITY DR.	MESA	X	X	X	X
03	85390-2295	SAFEWAY PHARMACY #1584	1999 W WICKENBURG WAY	WICKENBURG	X	X	X	X



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03	85040-4434	SAFEWAY PHARMACY #1591	6202 S 16TH ST.	PHOENIX	X	X	X	X
03	85224-5202	SAFEWAY PHARMACY #1604	1159 W CHANDLER BLVD.	CHANDLER	X	X	X	X
03	85225-1542	SAFEWAY PHARMACY #1605	1060 E RAY RD.	CHANDLER	X	X	X	X
03	85306-4629	SAFEWAY PHARMACY #1636	5860 W THUNDERBIRD RD.	GLENDALE	X	X	X	X
03	85206-2504	SAFEWAY PHARMACY #1637	3622 E SOUTHERN AVE.	MESA	X	X	X	X
03	86046-0000	SAFEWAY PHARMACY #1639	637 W ROUTE 66	WILLIAMS	X	X	X	X
03	85033-2243	SAFEWAY PHARMACY #1654	8141 W CAMELBACK RD.	PHOENIX	X	X	X	X
03	85345-9201	SAFEWAY PHARMACY #1662	10641 W OLIVE AVE.	PEORIA	X	X	X	X
03	85255	SAFEWAY PHARMACY #1663	20901 N PIMA RD.	SCOTTSDALE	X	X	X	X
03	85222-9057	SAFEWAY PHARMACY #1706	1637 S TREKELL RD.	CASA GRANDE	X	X	X	X
03	85201-6914	SAFEWAY PHARMACY #1717	1960 W MAIN ST.	MESA	X	X	X	X
03	85086-0409	SAFEWAY PHARMACY #1726	3655 W ANTHEM WAY	PHOENIX	X	X	X	X
03	85228-3214	SAFEWAY PHARMACY #1732	1449 N ARIZONA BLVD.	COOLIDGE	X	X	X	X
03	85901-6214	SAFEWAY PHARMACY #1733	900 W DEUCE OF CLUBS	SHOW LOW	X	X	X	X
03	85013-3808	SAFEWAY PHARMACY #174	520 W OSBORN RD.	PHOENIX	X	X	X	X
03	86323-0000	SAFEWAY PHARMACY #1747	1031 N HWY 89	CHINO VALLEY	X	X	X	X
03	85254-2065	SAFEWAY PHARMACY #1750	6501 E GREENWAY PKWY.	SCOTTSDALE	X	X	X	X
03	85381	SAFEWAY PHARMACY #1841	12320 N 83RD AVE.	PEORIA	X	X	X	X
03	85262-1515	SAFEWAY PHARMACY #1849	32551 N SCOTTSDALE RD.	SCOTTSDALE	X	X	X	X
03	85730-1058	SAFEWAY PHARMACY #1874	6360 E GOLF LINKS RD.	TUCSON	X	X	X	X
03	85022-4844	SAFEWAY PHARMACY #1979	13440 N 7TH ST.	PHOENIX	X	X	X	X
03	85048-6267	SAFEWAY PHARMACY #1980	1334 E CHANDLER BLVD.	PHOENIX	X	X	X	X
03	85310-4199	SAFEWAY PHARMACY #1982	23425 N 39TH DR.	GLENDALE	X	X	X	X
03	85745-1142	SAFEWAY PHARMACY #1983	2140 W GRANT RD.	TUCSON	X	X	X	X
03	85747-4900	SAFEWAY PHARMACY #1986	9050 E VALENCIA RD.	TUCSON	X	X	X	X
03	85715-3431	SAFEWAY PHARMACY #1988	7177 E TANQUE VERDE RD.	TUCSON	X	X	X	X
03	85730-1337	SAFEWAY PHARMACY #1989	9460 E GOLF LINKS RD.	TUCSON	X	X	X	X
03	85614-1955	SAFEWAY PHARMACY #2044	260 W CONTINENTAL RD.	GREEN VALLEY	X	X	X	X
03	86326-4604	SAFEWAY PHARMACY #2052	1635 E COTTONWOOD ST.	COTTONWOOD	X	X	X	X
03	85302-3507	SAFEWAY PHARMACY #2058	5080 W OLIVE AVE.	GLENDALE	X	X	X	X



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03	86403-0000	SAFEWAY PHARMACY #216	1650 MCCULLOCH BLVD.	LK HAVASU CITY	X	X	X	X
03	86002	SAFEWAY PHARMACY #228	1201 S PLAZA WAY	FLAGSTAFF	X	X	X	X
03	85053-2926	SAFEWAY PHARMACY #240	3450 W BELL RD.	PHOENIX	X	X	X	X
03	85016-4502	SAFEWAY PHARMACY #242	3132 E CAMELBACK RD.	PHOENIX	X	X	X	X
03	85202-9101	SAFEWAY PHARMACY #247	1225 W GUADALUPE RD.	MESA	X	X	X	X
03	86040	SAFEWAY PHARMACY #249	650 ELM ST.	PAGE	X	X	X	X
03	86025-2852	SAFEWAY PHARMACY #2525	702 W HOPI DR.	HOLBROOK	X	X	X	X
03	85375-4416	SAFEWAY PHARMACY #254	13503 W CAMINO DEL SOL	SUN CITY WEST	X	X	X	X
03	85745-3107	SAFEWAY PHARMACY #255	1551 W SAINT MARYS RD.	TUCSON	X	X	X	X
03	85748-3410	SAFEWAY PHARMACY #2611	10380 E BROADWAY BLVD.	TUCSON	X	X	X	X
03	86001	SAFEWAY PHARMACY #270	4910 N HWY 89	FLAGSTAFF	X	X	X	X
03	85643-1437	SAFEWAY PHARMACY #272	650 N BISBEE AVE.	WILLCOX	X	X	X	X
03	86303-4626	SAFEWAY PHARMACY #274	450 WHITE SPAR RD.	PRESCOTT	X	X	X	X
03	85345-9324	SAFEWAY PHARMACY #3154	6817 W PEORIA AVE.	PEORIA	X	X	X	X
03	85335-3075	SALIBA'S EXTD CARE PHARMACY	11713 W THUNDERBIRD RD.	EL MIRAGE	X	X	X	X
03	85335-0000	SALIBA'S UNITED DRUGS #0802	11713 W THUNDERBIRD RD.	EL MIRAGE	X	X	X	X
03	85260-2602	SAMS CLUB PHARMACY 10-2768	15255 N NORTHSIGHT BLVD.	SCOTTSDALE	X	X	X	X
03	85226-1502	SAMS CLUB PHARMACY 10-6213	700 N 54TH ST.	CHANDLER	X	X	X	X
03	85016-6113	SAMS CLUB PHARMACY 10-6607	2005 E INDIAN SCHOOL RD.	PHOENIX	X	X	X	X
03	85364-8110	SAV-ON DRUGS #2210	2800 S 4TH AVE.	YUMA	X	X	X	X
03	85364-4324	SAV-ON DRUGS #2318	1555 S AVENUE B	YUMA	X	X	X	X
03	85251-3416	SCOTTSDALE PROF UNTD DRUGS #0059	7350 E STETSON DR. #100	SCOTTSDALE	X	X	X	X
03	85248-6467	SUN LAKES PHRCY UNTD DRUGS #98	25237 S SUN LAKES BLVD.	SUN LAKES	X	X	X	X
03	85259-3909	SUN UNITED DRUGS #0053	10810 E VIA LINDA	SCOTTSDALE	X	X	X	X
03	85283-4801	SUNSCRIPT UNITED DRUGS #852	1514 W TODD DR. #B-103	TEMPE	X	X	X	X
03	85051-5771	SUNSHINE UNITED DRUGS #83	7725 N 43RD AVE. #311	PHOENIX	X	X	X	X
03	85202-1037	TARGET PHARMACY #T-0178	66 S DOBSON RD.	MESA	X	X	X	X
03	85013-2207	TARGET PHARMACY #T-0209	740 W CAMELBACK RD.	PHOENIX	X	X	X	X
03	85302-2004	TARGET PHARMACY #T-0214	10230 N 43RD AVE.	GLENDALE	X	X	X	X
03	85032-7671	TARGET PHARMACY #T-0233	12602 N PARADISE VILLAGE #P	PHOENIX	X	X	X	X





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03	85204-5205	TARGET PHARMACY #T-0251	1135 S GILBERT RD.	MESA	X	X	X	X
03	85225-3414	TARGET PHARMACY #T-0252	2151 N ARIZONA AVE.	CHANDLER	X	X	X	X
03	85022-2662	TARGET PHARMACY #T-0266	16806 N 7TH ST.	PHOENIX	X	X	X	X
03	85283-1502	TARGET PHARMACY #T-0319	1818 E BASELINE RD.	TEMPE	X	X	X	X
03	85256	TARGET PHARMACY #T-0363	9000 E INDIAN BEND RD.	SCOTTSDALE	X	X	X	X
03	85206-3707	TARGET PHARMACY #T-0639	1525 S POWER RD.	MESA	X	X	X	X
03	85737-9353	TARGET PHARMACY #T-0700	10555 N ORACLE RD.	ORO VALLEY	X	X	X	X
03	85382-3806	TARGET PHARMACY #T-0825	8055 W BELL RD.	PEORIA	X	X	X	X
03	85035-1336	TARGET PHARMACY #T-0851	7409 W VIRGINIA AVE.	PHOENIX	X	X	X	X
03	85044-6225	TARGET PHARMACY #T-0909	4734 E RAY RD.	PHOENIX	X	X	X	X
03	85260-2800	TARGET PHARMACY #T-0936	15444 N FRANK LLOYD WRIGHT	SCOTTSDALE	X	X	X	X
03	85018-7614	TARGET PHARMACY #T-0950	4515 E THOMAS RD.	PHOENIX	X	X	X	X
03	85027	TARGET PHARMACY #T-1141	2727 W AGUA FRIA FWY.	PHOENIX	X	X	X	X
03	85296-2835	TARGET PHARMACY #T-1209	1515 E WARNER RD.	GILBERT	X	X	X	X
03	85248-3197	TARGET PHARMACY #T-1240	2880 S ALMA SCHOOL RD.	CHANDLER	X	X	X	X
03	85338-1237	TARGET PHARMACY #T-1242	1515 N LITCHFIELD RD.	GOODYEAR	X	X	X	X
03	85746-0000	TARGET PHARMACY #T-1316	1225 W IRVINGTON RD.	TUCSON	X	X	X	X
03	85262	TARGET PHARMACY #T-1327	32351 N SCOTTSDALE RD.	SCOTTSDALE	X	X	X	X
03	85321-2464	TOM'S PHARMACY	40 PLAZA AVE.	AJO	X	X	X	X
03	85712-2805	TUCSON MEDICAL CENTER PHCY	5301 E GRANT RD.	TUCSON	X	X	X	X
03	85719-5048	UNIVERSITY UNITED DRUGS #860	943 E UNIVERSITY BLVD.	TUCSON	X	X	X	X
03	85012-1520	UPTOWN PHARMACY UNTD DRUGS #82	5007 N CENTRAL AVE.	PHOENIX	X	X	X	X
03	85351-1290	VALUE CENTER UNITED DRUGS #95	10001 W BELL RD. #111	SUN CITY	X	X	X	X
03	85363	VILLAGE UNITED DRUGS #851	10800 N 115TH AVE. #4-2	YOUNGTOWN	X	X	X	X
03	85745-3107	WALGREENS DRUG STORE #00225	1549 W SAINT MARYS RD.	TUCSON	X	X	X	X
03	85205-8928	WALGREENS DRUG STORE #00598	6024 E MAIN ST.	MESA	X	X	X	X
03	85031-2602	WALGREENS DRUG STORE #00668	5125 W INDIAN SCHOOL RD.	PHOENIX	X	X	X	X
03	85251-6627	WALGREENS DRUG STORE #00737	3330 N HAYDEN RD.	SCOTTSDALE	X	X	X	X
03	85021-5101	WALGREENS DRUG STORE #00796	8030 N 19TH AVE.	PHOENIX	X	X	X	X
03	85034-4204	WALGREENS DRUG STORE #00806	1120 S 16TH ST.	PHOENIX	X	X	X	X



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03	85020-2911	WALGREENS DRUG STORE #00809	8911 N 7TH ST.	PHOENIX	X	X	X	X
03	85351-1962	WALGREENS DRUG STORE #00813	15442 N 99TH AVE.	SUN CITY	X	X	X	X
03	85710-8427	WALGREENS DRUG STORE #00925	2560 S KOLB RD.	TUCSON	X	X	X	X
03	85705-2720	WALGREENS DRUG STORE #00932	4080 N ORACLE RD.	TUCSON	X	X	X	X
03	85282-5634	WALGREENS DRUG STORE #00939	1719 E SOUTHERN AVE.	TEMPE	X	X	X	X
03	85716-3936	WALGREENS DRUG STORE #00949	3330 E SPEEDWAY BLVD.	TUCSON	X	X	X	X
03	85719-3407	WALGREENS DRUG STORE #00950	1900 E GRANT RD.	TUCSON	X	X	X	X
03	85701-1419	WALGREENS DRUG STORE #00951	44 N STONE AVE.	TUCSON	X	X	X	X
03	85713-6003	WALGREENS DRUG STORE #00952	3781 S 12TH AVE.	TUCSON	X	X	X	X
03	85364-8122	WALGREENS DRUG STORE #00998	3121 S 4TH AVE.	YUMA	X	X	X	X
03	85254-1685	WALGREENS DRUG STORE #01065	4827 E GREENWAY RD.	SCOTTSDALE	X	X	X	X
03	85250-6334	WALGREENS DRUG STORE #01345	8449 E MCDONALD DR.	SCOTTSDALE	X	X	X	X
03	85741-2093	WALGREENS DRUG STORE #01384	3760 W INA RD.	TUCSON	X	X	X	X
03	85304-2332	WALGREENS DRUG STORE #01555	4322 W CACTUS RD.	GLENDALE	X	X	X	X
03	85323-1533	WALGREENS DRUG STORE #01569	1450 N DYSART RD.	AVONDALE	X	X	X	X
03	85044-1628	WALGREENS DRUG STORE #01599	4747 E ELLIOT RD. #15	AHWATUKEE	X	X	X	X
03	85711-5523	WALGREENS DRUG STORE #01603	5504 E 22ND ST.	TUCSON	X	X	X	X
03	85210-4002	WALGREENS DRUG STORE #01605	2043 S ALMA SCHOOL RD.	MESA	X	X	X	X
03	85745-1142	WALGREENS DRUG STORE #01693	2160 W GRANT RD.	TUCSON	X	X	X	X
03	85750-1948	WALGREENS DRUG STORE #01755	5625 E RIVER RD.	TUCSON	X	X	X	X
03	85710-1835	WALGREENS DRUG STORE #01899	9495 E SPEEDWAY BLVD.	TUCSON	X	X	X	X
03	85749-8819	WALGREENS DRUG STORE #01900	9115 E TANQUE VERDE RD.	TUCSON	X	X	X	X
03	85042-6552	WALGREENS DRUG STORE #01901	602 E BASELINE RD.	PHOENIX	X	X	X	X
03	85027-5800	WALGREENS DRUG STORE #01912	18631 N 19TH AVE. #138	PHOENIX	X	X	X	X
03	85541-4947	WALGREENS DRUG STORE #01939	200 E STATE HIGHWAY 260	PAYSON	X	X	X	X
03	85258-5328	WALGREENS DRUG STORE #01950	10135 E VIA LINDA	SCOTTSDALE	X	X	X	X
03	85301-4902	WALGREENS DRUG STORE #01969	6006 N 67TH AVE.	GLENDALE	X	X	X	X
03	85224-6149	WALGREENS DRUG STORE #02056	1925 W CHANDLER BLVD.	CHANDLER	X	X	X	X
03	85032-5600	WALGREENS DRUG STORE #02079	3131 E THUNDERBIRD RD.	PHOENIX	X	X	X	X
03	85621-1073	WALGREENS DRUG STORE #02218	409 W MARIPOSA RD.	NOGALES	X	X	X	X



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03	85614-2708	WALGREENS DRUG STORE #02232	313 W ESPERANZA BLVD.	GREEN VALLEY	X	X	X	X
03	85210-2001	WALGREENS DRUG STORE #02248	840 S ALMA SCHOOL RD.	MESA	X	X	X	X
03	86004-1641	WALGREENS DRUG STORE #02273	1500 E CEDAR AVE.	FLAGSTAFF	X	X	X	X
03	85207-8700	WALGREENS DRUG STORE #02336	9124 E MAIN ST.	MESA	X	X	X	X
03	85704-4332	WALGREENS DRUG STORE #02372	7114 N ORACLE RD.	TUCSON	X	X	X	X
03	85283-1100	WALGREENS DRUG STORE #02398	925 W BASELINE RD. #108	TEMPE	X	X	X	X
03	86301-3114	WALGREENS DRUG STORE #02555	178 E SHELDON ST.	PRESCOTT	X	X	X	X
03	85258-3743	WALGREENS DRUG STORE #02599	7337 N VIA PASEO DEL SUR	SCOTTSDALE	X	X	X	X
03	85364-2832	WALGREENS DRUG STORE #02611	1150 W 8TH ST.	YUMA	X	X	X	X
03	85206-3303	WALGREENS DRUG STORE #02771	1305 S GREENFIELD RD.	MESA	X	X	X	X
03	85015-3439	WALGREENS DRUG STORE #02772	1901 W CAMELBACK RD.	PHOENIX	X	X	X	X
03	85020-5547	WALGREENS DRUG STORE #02851	7000 N 16TH ST. #100	PHOENIX	X	X	X	X
03	85282-1329	WALGREENS DRUG STORE #02863	83 E BROADWAY RD.	TEMPE	X	X	X	X
03	85710-4016	WALGREENS DRUG STORE #02910	8730 E BROADWAY BLVD.	TUCSON	X	X	X	X
03	85220-3522	WALGREENS DRUG STORE #02963	11545 E APACHE TRAIL	APACHE JCT	X	X	X	X
03	85308-1011	WALGREENS DRUG STORE #03003	6690 W UNION HILLS DR.	GLENDALE	X	X	X	X
03	85730-1354	WALGREENS DRUG STORE #03007	9470 E GOLF LINKS RD.	TUCSON	X	X	X	X
03	85233-7160	WALGREENS DRUG STORE #03008	785 S COOPER RD.	GILBERT	X	X	X	X
03	85382-3023	WALGREENS DRUG STORE #03048	9050 W UNION HILLS DR.	PEORIA	X	X	X	X
03	85308-3418	WALGREENS DRUG STORE #03049	4965 W BELL RD.	GLENDALE	X	X	X	X
03	85018-8116	WALGREENS DRUG STORE #03087	5625 E THOMAS RD.	PHOENIX	X	X	X	X
03	85715-3431	WALGREENS DRUG STORE #03097	7115 E TANQUE VERDE RD.	TUCSON	X	X	X	X
03	85028-3201	WALGREENS DRUG STORE #03120	10615 N 32ND ST.	PHOENIX	X	X	X	X
03	85050-3146	WALGREENS DRUG STORE #03132	2415 E UNION HILLS DR.	PHOENIX	X	X	X	X
03	85251-5624	WALGREENS DRUG STORE #03163	3420 N SCOTTSDALE RD.	SCOTTSDALE	X	X	X	X
03	85254-5249	WALGREENS DRUG STORE #03177	7011 E SHEA BLVD.	SCOTTSDALE	X	X	X	X
03	85234-8800	WALGREENS DRUG STORE #03184	1585 E GUADALUPE RD.	GILBERT	X	X	X	X
03	85028-3055	WALGREENS DRUG STORE #03191	10865 N TATUM BLVD.	PHOENIX	X	X	X	X
03	85205-3728	WALGREENS DRUG STORE #03215	1935 N POWER RD.	MESA	X	X	X	X
03	86401-3681	WALGREENS DRUG STORE #03245	3487 STOCKTON HILL RD.	KINGMAN	X	X	X	X



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03	85718-5615	WALGREENS DRUG STORE #03249	4910 N 1ST AVE.	TUCSON	X	X	X	X
03	85713-3303	WALGREENS DRUG STORE #03377	1900 S 6TH AVE.	TUCSON	X	X	X	X
03	85306-4751	WALGREENS DRUG STORE #03385	5421 W THUNDERBIRD RD.	GLENDALE	X	X	X	X
03	85323-5636	WALGREENS DRUG STORE #03387	10705 W INDIAN SCHOOL RD.	AVONDALE	X	X	X	X
03	85381-6069	WALGREENS DRUG STORE #03427	7448 W THUNDERBIRD RD.	PEORIA	X	X	X	X
03	85739-9594	WALGREENS DRUG STORE #03447	12965 N ORACLE RD.	TUCSON	X	X	X	X
03	85704-5829	WALGREENS DRUG STORE #03463	1415 W RIVER RD.	TUCSON	X	X	X	X
03	85012-2202	WALGREENS DRUG STORE #03464	3402 N CENTRAL AVE.	PHOENIX	X	X	X	X
03	85022-2305	WALGREENS DRUG STORE #03477	204 E BELL RD.	PHOENIX	X	X	X	X
03	85226-7922	WALGREENS DRUG STORE #03531	4949 W CHANDLER BLVD.	CHANDLER	X	X	X	X
03	85203-8743	WALGREENS DRUG STORE #03543	755 E MAIN ST.	MESA	X	X	X	X
03	85204-1702	WALGREENS DRUG STORE #03591	2811 E BROADWAY RD.	MESA	X	X	X	X
03	85023-5948	WALGREENS DRUG STORE #03593	2610 W THUNDERBIRD RD.	PHOENIX	X	X	X	X
03	85255-3615	WALGREENS DRUG STORE #03602	8816 E PINNACLE PEAK RD.	SCOTTSDALE	X	X	X	X
03	85742-5025	WALGREENS DRUG STORE #03630	9220 N THORNYDALE RD.	TUCSON	X	X	X	X
03	85338-2125	WALGREENS DRUG STORE #03657	3361 N LITCHFIELD RD.	GOODYEAR	X	X	X	X
03	85248-7625	WALGREENS DRUG STORE #03669	10324 E RIGGS RD.	SUN LAKES	X	X	X	X
03	85204-5011	WALGREENS DRUG STORE #03670	1159 E SOUTHERN AVE.	MESA	X	X	X	X
03	85233-2928	WALGREENS DRUG STORE #03725	1630 W GUADALUPE RD.	GILBERT	X	X	X	X
03	85225-5110	WALGREENS DRUG STORE #03726	1985 E CHANDLER BLVD.	CHANDLER	X	X	X	X
03	85224-2237	WALGREENS DRUG STORE #03727	1919 N DOBSON RD.	CHANDLER	X	X	X	X
03	85208-4803	WALGREENS DRUG STORE #03728	7059 E BASELINE RD.	MESA	X	X	X	X
03	85262-1226	WALGREENS DRUG STORE #03766	34402 N SCOTTSDALE RD.	SCOTTSDALE	X	X	X	X
03	85213-3016	WALGREENS DRUG STORE #03767	2737 E MCKELLIPS RD.	MESA	X	X	X	X
03	85283-3942	WALGREENS DRUG STORE #03768	6404 S MCCLINTOCK DR.	TEMPE	X	X	X	X
03	85016-7602	WALGREENS DRUG STORE #03769	1616 E THOMAS RD.	PHOENIX	X	X	X	X
03	85018-7505	WALGREENS DRUG STORE #03789	3605 E THOMAS RD.	PHOENIX	X	X	X	X
03	85746-6018	WALGREENS DRUG STORE #03837	1550 W VALENCIA RD.	TUCSON	X	X	X	X
03	85331-3350	WALGREENS DRUG STORE #03912	29660 N TATUM BLVD.	CAVE CREEK	X	X	X	X
03	86442-7303	WALGREENS DRUG STORE #03913	2360 HIGHWAY 95	BULLHEAD CITY	X	X	X	X



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03	85234-2326	WALGREENS DRUG STORE #04018	2345 E BASELINE RD.	GILBERT	X	X	X	X
03	85345-6035	WALGREENS DRUG STORE #04019	7455 W PEORIA AVE.	PEORIA	X	X	X	X
03	85302-1303	WALGREENS DRUG STORE #04020	5895 W PEORIA AVE.	GLENDALE	X	X	X	X
03	85712-2618	WALGREENS DRUG STORE #04045	4685 E GRANT RD.	TUCSON	X	X	X	X
03	85048-0300	WALGREENS DRUG STORE #04046	3960 E CHANDLER BLVD.	PHOENIX	X	X	X	X
03	86336-5531	WALGREENS DRUG STORE #04065	1995 W HIGHWAY 89-A	SEDONA	X	X	X	X
03	85710-2806	WALGREENS DRUG STORE #04102	6767 E BROADWAY BLVD.	TUCSON	X	X	X	X
03	85737-6945	WALGREENS DRUG STORE #04103	10405 N LA CANADA DR.	ORO VALLEY	X	X	X	X
03	85705-4321	WALGREENS DRUG STORE #04104	2411 N ORACLE RD.	TUCSON	X	X	X	X
03	85257-3747	WALGREENS DRUG STORE #04138	7923 E MCDOWELL RD.	SCOTTSDALE	X	X	X	X
03	85051-5302	WALGREENS DRUG STORE #04139	3450 W DUNLAP AVE.	PHOENIX	X	X	X	X
03	85220-3412	WALGREENS DRUG STORE #04188	55 W APACHE TRAIL	APACHE JCT	X	X	X	X
03	85301-1402	WALGREENS DRUG STORE #04228	5125 W NORTHERN AVE.	GLENDALE	X	X	X	X
03	85741-3119	WALGREENS DRUG STORE #04266	2150 W ORANGE GROVE RD.	TUCSON	X	X	X	X
03	85222-4741	WALGREENS DRUG STORE #04344	1514 E FLORENCE BLVD.	CASA GRANDE	X	X	X	X
03	85284-3403	WALGREENS DRUG STORE #04376	1825 E WARNER RD.	TEMPE	X	X	X	X
03	85040-3961	WALGREENS DRUG STORE #04422	3945 E SOUTHERN AVE.	PHOENIX	X	X	X	X
03	85310-5959	WALGREENS DRUG STORE #04434	22280 N 67TH AVE.	GLENDALE	X	X	X	X
03	85205-4001	WALGREENS DRUG STORE #04435	4420 E BROWN RD.	MESA	X	X	X	X
03	85260-2863	WALGREENS DRUG STORE #04507	15025 N THOMPSON PK PKWY.	SCOTTSDALE	X	X	X	X
03	85027-4898	WALGREENS DRUG STORE #04508	3431 W UNION HILLS DR.	PHOENIX	X	X	X	X
03	85296-3788	WALGREENS DRUG STORE #04543	805 S VAL VISTA DR.	GILBERT	X	X	X	X
03	85374-3496	WALGREENS DRUG STORE #04620	15490 W BELL RD.	SURPRISE	X	X	X	X
03	85016-6222	WALGREENS DRUG STORE #04722	4111 N 24TH ST.	PHOENIX	X	X	X	X
03	85382-2461	WALGREENS DRUG STORE #04742	8310 W DEER VALLEY RD.	PEORIA	X	X	X	X
03	85032-3591	WALGREENS DRUG STORE #04762	2435 E GREENWAY PKWY.	PHOENIX	X	X	X	X
03	85712-4923	WALGREENS DRUG STORE #04764	5455 E SPEEDWAY BLVD.	TUCSON	X	X	X	X
03	85374-4297	WALGREENS DRUG STORE #04791	14285 W GRAND AVE.	SUN CITY WEST	X	X	X	X
03	85225-3337	WALGREENS DRUG STORE #04792	55 E RAY RD.	CHANDLER	X	X	X	X
03	85033-4761	WALGREENS DRUG STORE #04909	2921 N 83RD AVE.	PHOENIX	X	X	X	X



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03	85032-2232	WALGREENS DRUG STORE #04951	4006 E BELL RD.	PHOENIX	X	X	X	X
03	85635-2705	WALGREENS DRUG STORE #05027	1950 E FRY BLVD.	SIERRA VISTA	X	X	X	X
03	85201-5613	WALGREENS DRUG STORE #05039	746 W UNIVERSITY DR.	MESA	X	X	X	X
03	85901-7826	WALGREENS DRUG STORE #05090	5160 S WHITE MOUNTAIN RD.	SHOW LOW	X	X	X	X
03	85743-8326	WALGREENS DRUG STORE #05156	7800 N CORTARO RD.	TUCSON	X	X	X	X
03	86403-6565	WALGREENS DRUG STORE #05208	25 LAKE HAVASU AVE. S	LK HAVASU CITY	X	X	X	X
03	85719-2302	WALGREENS DRUG STORE #05209	3180 N CAMPBELL AVE.	TUCSON	X	X	X	X
03	85296	WALGREENS DRUG STORE #05215	2363 S LINDSAY RD.	GILBERT	X	X	X	X
03	86001-6349	WALGREENS DRUG STORE #05221	1025 S MILTON RD.	FLAGSTAFF	X	X	X	X
03	85345-6406	WALGREENS DRUG STORE #05222	9040 W PEORIA AVE.	PEORIA	X	X	X	X
03	85308-2061	WALGREENS DRUG STORE #05266	21632 N 35TH AVE.	GLENDALE	X	X	X	X
03	85614-1952	WALGREENS DRUG STORE #05312	375 W CONTINENTAL RD.	GREEN VALLEY	X	X	X	X
03	85382-9711	WALGREENS DRUG STORE #05353	20266 N LAKE PLEASANT RD.	PEORIA	X	X	X	X
03	85208-2001	WALGREENS DRUG STORE #05392	420 S SOSSAMAN RD.	MESA	X	X	X	X
03	85254-2065	WALGREENS DRUG STORE #05453	6501 E GREENWAY PKWY.	SCOTTSDALE	X	X	X	X
03	85051-8137	WALGREENS DRUG STORE #05504	4249 W GLENDALE AVE.	PHOENIX	X	X	X	X
03	85019-2707	WALGREENS DRUG STORE #05505	3502 W CAMELBACK RD.	PHOENIX	X	X	X	X
03	85746-8036	WALGREENS DRUG STORE #05532	2929 W VALENCIA RD.	TUCSON	X	X	X	X
03	86326-3901	WALGREENS DRUG STORE #05567	550 S MAIN ST.	COTTONWOOD	X	X	X	X
03	85351-4061	WALGREENS DRUG STORE #05568	10707 W PEORIA AVE.	SUN CITY	X	X	X	X
03	85048-6269	WALGREENS DRUG STORE #05569	1315 E CHANDLER BLVD.	PHOENIX	X	X	X	X
03	85259-3779	WALGREENS DRUG STORE #05622	11475 N 136TH ST.	SCOTTSDALE	X	X	X	X
03	85037-1257	WALGREENS DRUG STORE #05668	8301 W CAMELBACK RD.	PHOENIX	X	X	X	X
03	85220	WALGREENS DRUG STORE #05701	1158 S CRIMSON	MESA	X	X	X	X
03	85305-2102	WALGREENS DRUG STORE #05775	8309 W GLENDALE AVE.	GLENDALE	X	X	X	X
03	85234-9600	WALGREENS DRUG STORE #05799	754 N HIGLEY RD.	GILBERT	X	X	X	X
03	85308-1441	WALGREENS DRUG STORE #05851	5011 W UNION HILLS DR.	GLENDALE	X	X	X	X
03	85381-5311	WALGREENS DRUG STORE #05887	6739 W CACTUS RD.	PEORIA	X	X	X	X
03	85205-8605	WALGREENS DRUG STORE #05888	4315 E MAIN ST.	MESA	X	X	X	X
03	85206-3000	WALGREENS DRUG STORE #05889	1138 S HIGLEY RD.	MESA	X	X	X	X





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03	85259-4078	WALGREENS DRUG STORE #05890	11350 E VIA LINDA	SCOTTSDALE	X	X	X	X
03	85711-5333	WALGREENS DRUG STORE #05892	3910 E 22ND ST.	TUCSON	X	X	X	X
03	85006-2519	WALGREENS DRUG STORE #05893	705 E MCDOWELL RD.	PHOENIX	X	X	X	X
03	85035-4201	WALGREENS DRUG STORE #05937	4315 W MCDOWELL RD.	PHOENIX	X	X	X	X
03	85018-4217	WALGREENS DRUG STORE #05938	4134 N 44TH ST.	PHOENIX	X	X	X	X
03	85035-4985	WALGREENS DRUG STORE #06021	1620 N 59TH AVE.	PHOENIX	X	X	X	X
03	85210-6008	WALGREENS DRUG STORE #06025	1960 S COUNTRY CLUB DR.	MESA	X	X	X	X
03	85215-9733	WALGREENS DRUG STORE #06026	3624 N POWER RD.	MESA	X	X	X	X
03	85268-3763	WALGREENS DRUG STORE #06060	16415 E PALISADES BLVD.	FOUNTAIN HILLS	X	X	X	X
03	85233-3349	WALGREENS DRUG STORE #06062	76 W GUADALUPE RD.	GILBERT	X	X	X	X
03	85013-1653	WALGREENS DRUG STORE #06063	825 W BETHANY HOME RD.	PHOENIX	X	X	X	X
03	85302-3991	WALGREENS DRUG STORE #06065	9009 N 67TH AVE.	GLENDALE	X	X	X	X
03	85037-2029	WALGREENS DRUG STORE #06095	9045 W INDIAN SCHOOL RD.	PHOENIX	X	X	X	X
03	85375-4402	WALGREENS DRUG STORE #06128	19003 N R H JOHNSON BLVD.	SUN CITY WEST	X	X	X	X
03	85222-1417	WALGREENS DRUG STORE #06129	2021 N PINAL AVE.	CASA GRANDE	X	X	X	X
03	85201-3504	WALGREENS DRUG STORE #06177	1135 N MESA DR.	MESA	X	X	X	X
03	85249	WALGREENS DRUG STORE #06241	1055 E RIGGS RD.	CHANDLER	X	X	X	X
03	85711-3608	WALGREENS DRUG STORE #06244	4700 E BROADWAY BLVD.	TUCSON	X	X	X	X
03	85750-6235	WALGREENS DRUG STORE #06245	7877 E SNYDER RD.	TUCSON	X	X	X	X
03	85220-7652	WALGREENS DRUG STORE #06333	2440 S IRONWOOD DR.	APACHE JCT	X	X	X	X
03	85737-8787	WALGREENS DRUG STORE #06411	11951 N 1ST AVE.	ORO VALLEY	X	X	X	X
03	85335-0000	WALGREENS DRUG STORE #06428	15385 N DYSART RD.	EL MIRAGE	X	X	X	X
03	85218-3012	WALGREENS DRUG STORE #06440	6951 S KINGS RANCH RD.	GOLD CANYON	X	X	X	X
03	85705-3114	WALGREENS DRUG STORE #06491	1351 W PRINCE RD.	TUCSON	X	X	X	X
03	85014-3657	WALGREENS DRUG STORE #06527	710 E CAMELBACK RD.	PHOENIX	X	X	X	X
03	85255-6452	WALGREENS DRUG STORE #06534	20631 N SCOTTSDALE RD.	SCOTTSDALE	X	X	X	X
03	85042	WALGREENS DRUG STORE #06535	2420 E BASELINE RD.	PHOENIX	X	X	X	X
03	86314	WALGREENS DRUG STORE #06666	2880 CENTRE COURT	PRESCOTT VLY	X	X	X	X
03	85255-6745	WALGREENS DRUG STORE #06729	10929 E DYNAMITE BLVD.	SCOTTSDALE	X	X	X	X
03	85714-1754	WALGREENS DRUG STORE #06766	1880 E IRVINGTON RD.	TUCSON	X	X	X	X



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03	85031-0000	WALGREENS DRUG STORE #06872	2930 N 67TH AVE.	PHOENIX	X	X	X	X
03	85552-0000	WAL-MART PHARMACY 10-1149	2281 W 190 N HWY. #70	THATCHER	X	X	X	X
03	86001-7127	WAL-MART PHARMACY 10-1175	2750 WOODLANDS VILG BLVD.	FLAGSTAFF	X	X	X	X
03	85222-5317	WAL-MART PHARMACY 10-1218	1325 E FLORENCE BLVD.	CASA GRANDE	X	X	X	X
03	85901-0000	WAL-MART PHARMACY 10-1230	5401 S WHITE MOUNTAIN RD.	SHOW LOW	X	X	X	X
03	85635	WAL-MART PHARMACY 10-1240	PLAZA VISTA 657 STATE HWY.	SIERRA VISTA	X	X	X	X
03	85710-1318	WAL-MART PHARMACY 10-1291	7150 E SPEEDWAY BLVD.	TUCSON	X	X	X	X
03	86326-0000	WAL-MART PHARMACY 10-1299	1100-C HWY 279	COTTONWOOD	X	X	X	X
03	85621-1044	WAL-MART PHARMACY 10-1324	351 W MARIPOSA RD.	NOGALES	X	X	X	X
03	85705-1743	WAL-MART PHARMACY 10-1325	455 E WETMORE RD.	TUCSON	X	X	X	X
03	86047-2400	WAL-MART PHARMACY 10-1328	700 MIKES PIKE ST.	WINSLOW	X	X	X	X
03	85532-0000	WAL-MART PHARMACY 10-1334	100 S RAGUS RD.	CLAYPOOL	X	X	X	X
03	86403-2847	WAL-MART PHARMACY 10-1364	1785 KIOWA AVE.	LK HAVASU CITY	X	X	X	X
03	85541-4305	WAL-MART PHARMACY 10-1369	300 N BEELINE HWY.	PAYSON	X	X	X	X
03	86442-7743	WAL-MART PHARMACY 10-1370	2840 HIGHWAY 95	BULLHEAD CITY	X	X	X	X
03	85220-3327	WAL-MART PHARMACY 10-1381	10603 E APACHE TRAIL	APACHE JCT	X	X	X	X
03	85614	WAL-MART PHARMACY 10-1411	18705 S I-19 FRONTAGE RD.	GREEN VALLEY	X	X	X	X
03	86301	WAL-MART PHARMACY 10-1417	1801 E HWY 69	PRESCOTT	X	X	X	X
03	86040	WAL-MART PHARMACY 10-1442	655 S LAKE POWELL BLVD.	PAGE	X	X	X	X
03	85365-3500	WAL-MART PHARMACY 10-1474	2900 S PACIFIC AVE.	YUMA	X	X	X	X
03	85224-3801	WAL-MART PHARMACY 10-1512	800 W WARNER RD.	CHANDLER	X	X	X	X
03	85308-3871	WAL-MART PHARMACY 10-1532	5845 W BELL RD.	GLENDALE	X	X	X	X
03	85345-5933	WAL-MART PHARMACY 10-1533	8200 W PEORIA AVE.	PEORIA	X	X	X	X
03	85035-3200	WAL-MART PHARMACY 10-1549	2020 N 75TH AVE.	PHOENIX	X	X	X	X
03	85032-2305	WAL-MART PHARMACY 10-1598	4617 E BELL RD.	PHOENIX	X	X	X	X
03	85746-6021	WAL-MART PHARMACY 10-1612	1650 W VALENCIA RD.	TUCSON	X	X	X	X
03	85206-0000	WAL-MART PHARMACY 10-1646	6131 E SOUTHERN AVE.	MESA	X	X	X	X
03	85284-1102	WAL-MART PHARMACY 10-1746	1380 W ELLIOT RD.	TEMPE	X	X	X	X
03	85607-2850	WAL-MART PHARMACY 10-1846	204 W 5TH ST.	DOUGLAS	X	X	X	X
03	86401-3648	WAL-MART PHARMACY 10-2051	3320 STOCKTON HILL RD.	KINGMAN	X	X	X	X



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03	85251	WAL-MART PHARMACY 10-2112	4915 N PIMA RD.	SCOTTSDALE	X	X	X	X
03	85015-2507	WAL-MART PHARMACY 10-2113	1607 W BETHANY HOME RD.	PHOENIX	X	X	X	X
03	85201-7031	WAL-MART PHARMACY 10-2482	1305 W MAIN ST.	MESA	X	X	X	X
03	85023-3503	WAL-MART PHARMACY 10-2512	330 W BELL RD.	PHOENIX	X	X	X	X
03	85018-7507	WAL-MART PHARMACY 10-2515	3721 E THOMAS RD.	PHOENIX	X	X	X	X
03	85323	WAL-MART PHARMACY 10-2554	13055 W RANCHO SANTA FE	AVONDALE	X	X	X	X
03	85260-2603	WAL-MART PHARMACY 10-2766	15333 N NORTHSIGHT BLVD.	SCOTTSDALE	X	X	X	X
03	85204-6615	WAL-MART PHARMACY 10-2768	1955 S STAPLEY DR.	MESA	X	X	X	X
03	85374-3865	WAL-MART PHARMACY 10-2777	13770 W BELL RD.	SURPRISE	X	X	X	X
03	85741-4202	WAL-MART PHARMACY 10-2922	7635 N LA CHOLLA BLVD.	TUCSON	X	X	X	X
03	85338-1249	WELLS UNITED DRUGS #0022	239 N LITCHFIELD RD.	GOODYEAR	X	X	X	X
03	85715-3833	WILMOT CENTER PHARMACY #0041	6369 E TANQUE VERDE RD.	TUCSON	X	X	X	X
04	85281	SONORA QUEST LABORATORIES	1255 W. WASHINGTON ST.	TEMPE	X	X	X	X
04	86001	SONORA QUEST LABORATORIES	713 N. BEAVER ST.	FLAGSTAFF	X	X	X	X
04	86403	SONORA QUEST LABORATORIES	1731 MESQUITE AVE. #2	LK HAVASU CITY	X	X	X	X
04	85901	SONORA QUEST LABORATORIES	2450 SHOW LOW LAKE RD. #3-B	SHOW LOW	X	X	X	X
04	85602	BENSON HOSPITAL	500 S. US HWY 80	BENSON	X	X	X	X
04	86442	ASSOCIATED PATHOLOGIST LAB	2000 HWY 95 #204	BULLHEAD CITY	X	X	X	X
04	85222	CASA GRANDE REG MEDICAL CENTR	1800 E FLORENCE BLVD.	CASA GRANDE	X	X	X	X
04	86326	VERDE MEDICAL LABORATORY	20 E HWY 89A #102	COTTONWOOD	X	X	X	X
04	85607	SE ARIZONA MEDICAL CENTER	2174 W OAK AVE.	DOUGLAS	X	X	X	X
04	85232	CNTRAL ARIZONA MEDICAL CENTER	450 ADAMSVILLE RD.	FLORENCE	X	X	X	X
04	85501	COBRE VALLEY COMMUNITY HOSP	5880 S HOSPITAL DR.	GLOBE	X	X	X	X
04	86401	AZ INSTITUTE FOR MEDICINE & SGY	3636 STOCKTON HILL RD.	KINGMAN	X	X	X	X
04	86440	UNITED LABS OUTPATIENT CENTER	10225 HARBOR AVE. #5	MOHAVE VALLEY	X	X	X	X
04	85540	MORENCI HEALTHCARE	COPRONDADO & BURRO	MORENCI	X	X	X	X
04	85621	J2 LABORATORIES	1821 N MASTICK WAY #2	NOGALES	X	X	X	X
04	85621	MARIPOSA COMMUNITY HEALTH CTR	1852 N MASTICK WAY	NOGALES	X	X	X	X
04	86301	BRADSHAW MTN DIAGNOSTIC LAB	907 AINSWORTH	PRESCOTT	X	X	X	X
04	86442	MOHAVE VALLEY M.C.	1225 E. HANCOCK RD.	RIVIERA	X	X	X	X



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04	85546	MT. GRAHAM COMMUNITY HOSP	1600 20TH AVE.	SAFFORD	X	X	X	X
04	85631	SAN MANUEL HEALTHCARE CENTER	REDDINGTON RD & MCNAB	SAN MANUEL	X	X	X	X
04	86336	ALLIANCE MEDICAL LABORATORY	3700 W HIGHWAY 89A	SEDONA	X	X	X	X
04	85938	WHITE MTN REG MEDICAL CTR	118 S MOUNTAIN AVE.	SPRINGERVILLE	X	X	X	X
04	82390	WICKENBURG REG MEDICAL CTR	111 ROSE LANE BLVD.	WICKENBURG	X	X	X	X
04	85643	NORTH. COCHISE COMMUNITY HOSP	901 W REX ALLEN DR.	WILCOX	X	X	X	X
04	86047	WINSLOW MEMORIAL HOSPITAL	1501 WILLIAMSON AVE.	WINSLOW	X	X	X	X
	86326	VERDE VALLEY AMBULANCE CO	101 AIRPARK RD.	COTTONWOOD	X	X	X	X
06	86301	LIFELINE AMBULANCE	HINMAN ST.	PRESCOTT	X	X	X	X
06	85936	ST. JOHN'S EMERGENCY SERVICES	PO BOX 1169	ST. JOHNS	X	X	X	X
06	86403	RIVER MEDICAL INC	415 EL CAMINO WAY	LK HAVASU CITY	X	X	X	X
06	86046	RIVER MEDICAL INC	101 E ROUTE 66	WILLIAMS	X	X	X	X
06	86440	MOHAVE VLY FIRE & AMBULANCE	1451 WILLOW DR.	MOHAVE VALLEY	X	X	X	X
06	86001	GUARDIAN HEALTH SERVICE	1200 N BEAVER	FLAGSTAFF	X	X	X	X
06	85939	SNOWFLAKE/TAYLOR AMBULANCE SVCS	425 W PAPERMILL RD.	TAYLOR	X	X	X	X
06	86040	CITY OF PAGE-AMBULANCE	697 VISTA AVE.	PAGE	X	X	X	X
06	85929	LAKESIDE FIRE DEPARTMENT	PO BOX 1109	LAKESIDE	X	X	X	X
06	85938	WHITE MTN AMBULANCE SERVICE	PO BOX 1670	SPRINGERVILLE	X	X	X	X
06	86326	VERDE RURAL FIRE DEPT	2700 GODARD RD.	COTTONWOOD	X	X	X	X
06	85933	HEBER-OVERGAARD FIRE DIST	2061 LUMBER VALLEY RD.	OVERGAARD	X	X	X	X
06	85902	ARROWHEAD MOBILE HEALTHCARE	PO BOX 2588	SHOW LOW	X	X	X	X
08	86001	GAUGHAN, THOMAS MD	305 W FOREST AVE.	FLAGSTAFF	X			
08	86314	GOGK, EDWARD MD	3345 N WINDSONG DR.	PRESCOTT VLY	X	X	X	X
08	86001	GIBSON, JAMES MD	1200 N BEAVER ST.	FLAGSTAFF	X	X	X	X
08	86001	GABRIELSON, MARY MD	1200 N BEAVER ST.	FLAGSTAFF	X	X	X	X
08	86326	KELLER, DIANNE MD	600 W WILLARD	COTTONWOOD	X	X	X	X
08	86004	BERTSCH, TERESA MD	2187 N VICKEY ST.	FLAGSTAFF	X	X	X	X
08	85936	GIBSON, SARA F. MD	470 W CLEVELAND	ST. JOHNS	X	X	X	X
08	86301	CHEEVES, KATHERINE JO MD	642 DAMERON DR.	PRESCOTT	X	X	X	X
08	86326	CHEEVES, KATHERINE	600 S WILLARD ST.	COTTONWOOD	X	X	X	X



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08	85006	CHUNDU, RUPA MD	2033 N 7TH ST.	PHOENIX	X			
08	86025	MARTIN, JULIA	105 N 5TH AVE.	HOLBROOK	X	X	X	X
08	86004	KRAFFT, CONRAD J. MD	2559 E 7TH AVE.	FLAGSTAFF		X	X	X
08	86001	KEWALRAMANI, JACQUELIN G.	77 W FOREST AVE. #207	FLAGSTAFF	X	X	X	X
08	86001	WESTON-MCDONALD, LAURIE	420 N SAN FRANCISCO ST.	FLAGSTAFF	X	X	X	X
08	85018	STAVROS, GEORGE MD	3714 E INDIAN SCHOOL RD.	PHOENIX		X	X	X
08	85302	OGDEN, MICHAEL MD	6153 W. OLIVE #1	GLENDALE	X	X	X	X
08	86001	CHRISTENSEN, GARY MD	1200 N BEAVER	FLAGSTAFF	X	X	X	X
08	85029	AMINIAN, HOUSHANG	2432 W PEORIA AVE.	PHOENIX	X			
08	86001	STEWART, ERNEST A. MD	2187 N VICKEY	FLAGSTAFF	X	X	X	X
08	86001	CONRAD, DANIEL J.	420 N SAN FRANCISCO ST.	FLAGSTAFF	X	X	X	X
08	86001	LEE, DOUGLAS MD	1200 N BEAVER ST.	FLAGSTAFF	X	X	X	X
08	85254	DJAVADI, NASSER MD	11000 N SCOTTSDALE RD.	SCOTTSDALE	X			
08	86001	REINEBERG, EDWARD MD	1200 N BEAVER ST.	FLAGSTAFF	X	X	X	X
08	85006	KAMINSKI, LESLIE MD	2033 N 7TH ST.	PHOENIX	X	X	X	X
08	86001	GREEN, GARRY R.	1200 N BEAVER ST.	FLAGSTAFF	X	X	X	X
08	86001	KAMINSKAS, DANIEL MD	1200 N BEAVER ST.	FLAGSTAFF	X	X	X	X
08	85302	PATEL, VINOD B., MD	6015 W PEORIA AVE.	GLENDALE	X			
08	85541	BURR, JOHN C.	404 W AERO DR.	PAYSON	X	X	X	X
08	86401	KOCH, CAROLINE MD	1750 BEVERLY AVE.	KINGMAN	X	X	X	X
08	85044	ROTH, AGUSTA MD	15425 S 40TH PLACE #3	PHOENIX	X	X	X	X
08	85202	AMEZCUA-PATINO, LAURO MD	1400 S DOBSON RD.	MESA	X	X	X	X
08	85004	ABHYANKER, VIMAL V MD	315 E WATKINS RD.	PHOENIX	X	X	X	X
08	85281	CHAUHAN, NARENDRA MD	1492 E MILL AVE. #307	TEMPE	X	X	X	X
08	86040	GIESECKE, MARK E. MD	32 N 10TH AVE. #1 & #2	PAGE	X	X	X	X
08	86001	CAHILL, JAMES F. MD	705 N LEROUX #1	FLAGSTAFF	X			
08	86326	CAHILL, JAMES F. MD	600 S WILLARD ST.	COTTONWOOD	X			
08	86025	JELLIFFE, AMY W. MD	105 N 5TH AVE.	HOLBROOK	X	X	X	X
08	86301	TILYOU, PAUL B. MD	642 DAMERON DR.	PRESCOTT	X	X	X	X
08	86001	CHAPMAN, MARK MD	1200 N BEAVER ST.	FLAGSTAFF	X	X	X	X



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08	86326	FORD, DEBBIE	600 S WILLARD ST.	COTTONWOOD	X	X	X	X
08	86040	LINSKEY, CHRISTOPHER	32 N 10TH AVE. #1	PAGE	X	X	X	X
08	86004	LINSKEY, CHRISTOPHER	2187 N VICKEY ST.	FLAGSTAFF	X	X	X	X
08	86401	RUILOBA, E. OMAR MD	1750 BEVERLY AVE.	KINGMAN	X	X	X	X
08	86326	GAGLIARDI, FRANCIS S. MD	600 S WILLARD	COTTONWOOD	X	X	X	X
08	86001	BUCHIKA, SAMANTHA MD	1200 N BEAVER ST.	FLAGSTAFF	X	X	X	X
08	86401	HARMAN, ERNEST L. MD	1750 BEVERLY AVE.	KINGMAN	X	X	X	X
08	86043	DONAHUE, KEVIN L. M.D.	TOREVA ROAD	SECOND MESA	X	X	X	X
08	86314	BALDERAS, RAQUEL	3345 N WINDSONG DR.	PRESCOTT VLY	X	X	X	X
08	86001	MUELLER, J. KURT MD	305 W FOREST AVE.	FLAGSTAFF	X	X	X	X
08	85541	JOHNSTON, KAREN MD	404 W AERO DR.	PAYSON	X	X	X	X
08	86001	SCOTT, MICHELLE STARR MD	1200 N BEAVER ST	FLAGSTAFF	X	X	X	X
08	86301	VAUGHAN, TERRY A. MD	637 HILLSIDE AVE. #A	PRESCOTT	X	X	X	X
08	86001	EVERLY, SHELLEY L.	519 N LEROUX	FLAGSTAFF	X	X	X	X
08	86001	FIGUEROA, HAROLD MD PLLC	305 W FOREST	FLAGSTAFF	X			
08	85006	KEMPH, JOHN	2033 N 7TH ST.	PHOENIX	X			
08	86401	CASPIAN, ELIZABETH J.	1750 BEVERLY AVE.	KINGMAN	X	X	X	X
08	86032	SHAW, CHARLES J.	105 N FIFTH AVE.	HOLBROOK	X	X	X	X
08	85901	SIMSKE, CLIFFORD J. MD	2500 SHOW LOW LAKE RD.	SHOW LOW	X	X	X	X
08	85015	JACINTO, LETICIA G.	4220 N 20TH AVE.	PHOENIX	X	X	X	X
08	86442	NARANJA, ROGELIO D.	3003 HWA 95 #104	BULLHEAD CITY	X	X	X	X
08	86442	PEQUENO, JUAN C. MD	1145 MARINA BLVD.	BULLHEAD CITY	X	X	X	X
08	86004	MULLEN, LINDA J.	2187 N VICKEY ST.	FLAGSTAFF	X	X	X	X
08	86025	WOODS, JOHN C.	105 N FIFTH AVE.	HOLBROOK	X	X	X	X
08	86314	ROWELL, GAYLE L.	3345 N WINDSONG DR.	PRESCOTT VLY	X	X	X	X
08	86001	KELLEY, JUDITH MD	1200 N BEAVER ST.	FLAGSTAFF	X	X	X	X
08	86314	PLETKOVA, CHRISTINE C.	3345 N WINDSONG DR.	PRESCOTT VLY	X	X	X	X
08	86314	KLEIN, MARK J.	3345 N WINDSONG DR.	PRESCOTT VLY	X	X	X	X
08	86314	LAURA A. PIERI	3345 N WINDSONG DR.	PRESCOTT VLY	X	X	X	X
08	86001	KUMASAKA, DAVID MD	77 W FOREST AVE. #207	FLAGSTAFF	X	X	X	X



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08	86403	PERRY, BARBARA J.	2187 SWANSON AVE.	LK HAVASU CITY	X	X	X	X
08	86314	DAMSTRA, DONALD L.	3345 N WINDSONG DR.	PRESCOTT	X	X	X	X
08	86001	BATES, BRIAN MD	1200 N BEAVER ST.	FLAGSTAFF	X	X	X	X
08	85213	ERICKSON, HEIDI MD	3505 E UNIVERSITY	MESA	X	X	X	X
08	86401	HONORY, ANDRZEJ	1750 BEVERLY AVE.	KINGMAN	X	X	X	X
08	86326	HIGGINS-OWSINSKI, CYNTHIA MD	600 S WILLARD ST.	COTTONWOOD	X	X	X	X
08	86001	LIEBERT,JOHN	1200 N BEAVER ST.	FLAGSTAFF	X	X	X	X
08	86401	ZEGARRA, NARCEDALLIA M.	1743 SYCAMORE AVE.	KINGMAN	X	X	X	X
11	86001	HOGG, JAMES PHD	408 N KENDRICK #3	FLAGSTAFF	X	X	X	X
11	86314	DOSS, MINETTE	917 E GURLEY #1-A	PRESCOTT	X	X	X	X
11	86001	MCLELLAN, MARY PHD.	2415 W KILTIE LN.	FLAGTAFF	X	X	X	X
11	86043	YUKIWMA, GEORGIA ED.D.	MAIN ST.	SECOND MESA	X	X	X	X
11	85941	ARNETT, WILLIAM W.	W CEMETERY RD.	WHITERIVER	X	X	X	X
11	85941	GAUDET, LISA PHD	W CEMETERY RD.	WHITERIVER	X	X	X	X
11	86001	WITTE, ROXANNE PHD	222 N VERDE	FLAGSTAFF	X			
11	86401	HARVANCIK, MARK J. DR.	1750 BEVERLY AVE.	KINGMAN	X	X	X	X
11	86025	WILDERMAN, IVAN ROBERT DR.	105 N FIFTH AVE.	HOLBROOK	X	X	X	X
11	86004	CADY, DANIEL C.	2187 N VICKEY ST.	FLAGSTAFF		X	X	X
11	86001	ROBBINS, FRANCIS	416 N KENDRICK ST.	FLAGSTAFF	X	X	X	X
11	85901	HUNT, SHANE T.	2450 E SHOW LOW LAKE RD.	SHOW LOW	X	X	X	X
11	85541	TETZLOFF, CHRISTINE	814 N BEELINE HWY. #1	PAYSON	X	X	X	X
11	86001	ASHBROOK, PATRICIA W.	408 N KENDRICK ST. #3	FLAGSTAFF		X	X	X
11	86301	BLACKWOOD, H. DANIEL	1024 WILLOW CREEK RD.	PRESCOTT	X	X	X	X
11	86001	PERKINS, CORI K.	119 E TERRACE	FLAGSTAFF	X	X	X	X
18	86314	HARTNETT, PATRICIA M.	3345 N WINDSONG	PRESCOTT VLY	X	X	X	X
18	86004	GURNEY, MICHAEL O.	2187 N VICKEY ST.	FLAGSTAFF	X	X	X	X
18	86401	MORRIS, JAMES L.	1743 SYCAMORE AVE.	KINGMAN	X	X	X	X
19	85541	YURGEL, JUDITH T.	4040 W AERO DR.	PAYSON	X	X	X	X
19	86025	SCHRAEDER, LESLEE J.	105 N.. 5TH AVE.	HOLBROOK	X	X	X	X
19	86314	SALEM, SUSANNE R.	3345 N WINDSONG	PRESCOTT VLY	X	X	X	X





Provider Type #	Zip Code	Provider Name	Provider Street Address	City	Child	SMI	GMH	SA
19	86326	JOYCE, PATRICIA M. RNP	600 S WILLARD ST.	COTTONWOOD	X	X	X	X
19	86001	ASHURST, MARSHA J.	420 N SAN FRANCISCO ST.	FLAGSTAFF	X	X	X	X
19	86301	BOSMAN, JANE	625 HILLSIDE AVE.	PRESCOTT	X	X	X	X
19	85541	MCNEW, MICHELLE M.	404 W AERO DR.	PAYSON	X	X	X	X
19	85901	QUADE-FRIEBERG, CARA	2500 SHOW LOW LAKE RD.	SHOW LOW	X	X	X	X
19	85901	STONE, BARBARA	2550 SHOW LOW LAKE RD.	SHOW LOW	X	X	X	X
28	86301	TOTAL TRANSIT	4600 W CAMELBACK RD.	GLENDALE	X	X	X	X
31	86001	FREDRICK, MICHAEL DO	1200 N BEAVER	FLAGSTAFF	X	X	X	X
31	86004	MOORE, ABIGAIL DO	2187 N VICKEY ST.	FLAGSTAFF	X	X	X	X
31	86303	LEVINE, HAROLD DO	505 S CORTEZ	PRESCOTT	X	X	X	X
39	86004	ASKAN FOUNDATION	1925 N MAIN	FLAGSTAFF	X	X	X	X
71	85008	ARIZONA STATE HOSPITAL	2500 E VAN BUREN ST.	PHOENIX	X	X	X	X
71	85006	ST. LUKE'S BEHAVIORAL HEALTH	1800 E VAN BUREN ST.	PHOENIX	X	X	X	X
71	86004	THE GUIDANCE CTR-VICKEY	2187 N VICKEY ST.	FLAGSTAFF	X	X	X	X
74	85302	AZ BAPTIST CHILDREN'S	6015 W PEORIA AVE.	PHOENIX	X			
74	85308-3103	AZ BAPTIST CHILDREN'S SERVS	17402 N 39TH AVE.	GLENDALE	X			
74	86401	MOHAVE MENTAL HEALTH	1080 SHELDON	KINGMAN		X	X	X
74	85254	DEVEREUX ARIZONA	6401 E EUGIE TERRACE	SCOTTSDALE	X			
74	85006	YOUTH DEVELOPMENT INSTITUTE	1050-A N 19TH ST.	PHOENIX	X			
74	85006	YOUTH DEVELOPMENT INSTITUTE	1050-B N 19TH ST.	PHOENIX	X			
74	85254	DEVEREUX ARIZONA	6411 E EUGIE TERRACE	SCOTTSDALE	X			
74	85254	DEVEREUX ARIZONA	6421 E EUGIE TERRACE	SCOTTSDALE	X			
74	85254	DEVEREUX ARIZONA	6429 E EUGIE TERRACE	SCOTTSDALE	X			
74	86004	DAYBREAK BEHAVIORAL RESOURCE	8800 N MARYS DR.	FLAGSTAFF	X			
74	86301	WEST YAVAPAI GUIDANCE CLINIC	642 DAMERON ST.	PRESCOTT		X	X	X
74	86301	WEST YAVAPAI GUIDANCE CLINIC	711 HILLSIDE	PRESCOTT		X	X	X
74	86327	DAYBREAK BEHAVIORAL RESOURCE	9435 SMOKI TRAIL	DEWEY	X			
74	86004	THE GUIDANCE CENTER	1141 N INVERRARY WAY	FLAGSTAFF		X	X	X
74	86401	MOHAVE MENTAL HEALTH CLINIC	1091 CALUMET AVE.	KINGMAN		X	X	X
74	86327	DAYBREAK BEHAVIORAL RESOURCE	14410 E BLUE RIDGE RD.	DEWEY	X			



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74	86004	DAYBREAK BEHAVIORAL RESOURCE	6070 E TREADWAY TRAIL	FLAGSTAFF	X			
77	86303	WEST YAVAPAI GUIDANCE CLINIC	505 S CORTEZ	PRESCOTT	X	X	X	X
77	85936	LITTLE COLORADO BEHAV. HEALTH	470 W CLEVELAND	ST. JOHNS	X	X	X	X
77	86025	COMMUNITY COUNSELING	105 N 5TH AVE.	HOLBROOK	X	X	X	X
77	85203	PREHAB OF ARIZONA	1655 E UNIVERSITY	MESA	X			
77	86047	COMMUNITY COUNSELING CENTERS	209 E 3RD ST.	WINSLOW	X	X	X	X
77	85901	COMMUNITY COUNSELING CENTERS	2500 SHOW LOW LAKE RD.	SHOW LOW	X	X	X	X
77	85308	JEWISH FAMLY & CHILDRENS SRVCS	6376 W BELL RD.	GLENDALE	X			
77	85251	JEWISH FAMLY & CHILDRENS SRVCS	7434 E STETSON DR.	SCOTTSDALE	X			
77	85938	LITTLE COLORADO BEHAV. HEALTH	50 N HOPI	SPRINGERVILLE	X	X	X	X
77	85725	ARIZONA'S CHILDREN ASSOCIATION	2700 S 8TH AVE.	TUCSON	X			
77	86326	VERDE VALLEY GUIDANCE CLINIC	600 S WILLARD	COTTONWOOD	X	X	X	X
77	86004	THE GUIDANCE CENTER	2187 N VICKEY	FLAGSTAFF	X	X	X	X
77	85282	EMPACT	1232 E BROADWAY #120	TEMPE	X	X	X	X
77	86442	MOHAVE MENTAL HEALTH CLINIC	1145 MARINA BLVD.	BULLHEAD CITY	X	X	X	X
77	86301	WEST YAVAPAI GUIDANCE CLINIC	642 DAMERON DR.	PRESCOTT	X	X	X	X
77	86046	THE GUIDANCE CENTER	301 S 7TH ST.	WILLIAMS	X	X	X	X
77	86401	MOHAVE MENTAL HEALTH CLINIC	3505 WESTERN AVE.	KINGMAN	X	X	X	X
77	85009	SW BEHAVIORAL HEALTH SERVICES	2042 N 35TH AVE.	PHOENIX	X	X	X	X
77	85725	ARIZONA'S CHILDREN ASSOCIATION	2820 S 8TH AVE.	TUCSON	X			
77	85004	ARIZONA'S CHILDREN ASSOCIATION	2833 N 3RD ST.	PHOENIX	X			
77	86336	VERDE VALLEY GUIDANCE CLINIC	2880 HOPI DR.	SEDONA	X	X	X	X
77	86403	MOHAVE MENTAL HEALTH CLINIC	2187 SWANSON	LK HAVASU CITY	X	X	X	X
77	86040	CMMNITY BEHAV. HEALTH SRVCS	32 N 10TH AVE. #1 & #2	PAGE	X	X	X	X
77	85029	DEVEREUX ARIZONA	2432 W PEORIA AVE.	PHOENIX	X			
77	85254	DEVEREUX ARIZONA	6436 E SWEETWATER AVE.	SCOTTSDALE	X			
77	86001	CATHOLIC SOCIAL SERVICES	43 SAN FRANCISCO ST.	FLAGSTAFF	X			
77	85941	APACHE BEHAV. HLTH SERVICES	PO BOX 1089	WHITERIVER	X	X	X	X
77	86043	HOPI GUIDANCE CENTER	PO BOX 68	SECOND MESA	X	X	X	X
77	85501	ARIZONA'S CHILDREN ASSOCIATION	485 HAGEN HILL RD.	GLOBE	X			



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77	86022	COMMUNITY BEHAV. HEALTH SRVCS	145 S MAIN	FREDONIA	X	X	X	X
77	85541	SWEST BEHAVIORAL HLTH SRVCS	404 W AERO DR.	PAYSON	X			
77	86314	WEST YAVAPAI GUIDANCE CLINIC	3345 N WINDSONG DR.	PRESCOTT VLY	X	X	X	X
77	86301	WEST YAVAPAI GUIDANCE CLINIC	625 HILLSIDE AVE.	PRESCOTT	X	X	X	X
77	86004	COMMUNITY MEDICAL SERVICES II	2559 E 7TH AVE.	FLAGSTAFF	X	X	X	X
77	86442	COMMUNITY MEDICAL SERVICES II	809 HANCOCK RD.	BULLHEAD CITY	X	X	X	X
77	86047	COMMUNITY CC-WINSLOW PCP	1015 E SECOND ST.	WINSLOW	X	X	X	X
77	86001	THE GUIDANCE CTR-SWITZER	420 N SAN FRANCISCO ST.	FLAGSTAFF	X	X	X	X
77	85021	SWEST BEHAVIORAL HLTH SRVCS	10220 N 31ST AVE. #101	PHOENIX	X	X	X	X
77	86401	MOHAVE MENTAL HEALTH CLINIC	2002 STOCKTON HILL #104	KINGMAN	X	X	X	X
77	85007	SWEST BEHAVIORAL HLTH SRVCS	1700 N 7TH AVE. #250	PHOENIX	X	X	X	X
77	97205	PROTOCOL SERVICES, INC.	621 SW ALDER	PORTLAND	X	X	X	X
77	86322	VERDE VALLEY GUIDANCE CLINIC	OUTPOST MALL #F	CAMP VERDE	X	X	X	X
77	86301	ARIZONA CHILDREN'S ASSOCIATION	302 W WILLIS #103	PRESCOTT	X			
77	85006	JEWISH FAMILY & CHLDREN'S SRVCS	2033 N 7TH ST.	PHOENIX	X			
77	85210	JEWISH FAMILY & CHLDREN'S SRVCS	1930 S ALMA SCHOOL #A-104	MESA	X			
77	85017	JEWISH FAMILY & CHLDREN'S SRVCS	3306 W CATALINA	PHOENIX	X			
77	86001	ARIZONA'S CHILDREN ASSOCIATION	906 W UNIVERSITY	FLAGSTAFF	X			
78	85203	PREHAB OF ARIZONA	901 E UNIVERSITY DR.	MESA	X			
85	86401	GASPAR, KENNETH L. CISW	1741 SYCAMORE AVE.	KINGMAN	X	X	X	X
85	86001	RHODES, MELISSA CISW	119 E TERRACE AVE.	FLAGSTAFF	X	X	X	X
85	86301	WALKER, LAURIE J.	208 W GURLEY ST.	PRESCOTT	X			
85	86001	MOORE, MICHAEL	420 N SAN FRANCISCO ST.	FLAGSTAFF	X	X	X	X
85	86401	GOLDSTEIN, BETH M.	1750 BEVERLY AVE.	KINGMAN	X			
85	86004	SCRANTON, MARTHA	2187 N VICKEY ST.	FLAGSTAFF	X	X	X	X
85	86004	MCCORMICK GEORGE	2187 N VICKEY ST.	FLAGSTAFF	X	X	X	X
85	86004	BROUSSEAU, LOUIS	2187 N VICKEY ST.	FLAGSTAFF	X	X	X	X
85	86001	WINNUBST, CAECILIA	652 N AMBERWOOD ST.	FLAGSTAFF	X	X	X	X
85	86326	ANSTADT, SCOTT P.	600 S WILLARD ST.	COTTONWOOD	X	X	X	X
85	86326	CASSA, FRANK J.	600 S WILLARD ST.	COTTONWOOD	X	X	X	X



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85	86326	MANN, URSULA E.	600 S WILLARD ST.	COTTONWOOD	X	X	X	X
85	86326	VIOL, VIRGINIA E.	600 S WILLARD ST.	COTTONWOOD	X	X	X	X
85	86326	MILLER, STEPHEN D.	600 S WILLARD ST.	COTTONWOOD	X	X	X	X
85	86401	STEVENS, JOSEPH CARR	1750 BEVERLY AVE.	KINGMAN	X	X	X	X
85	86401	WEBB, DEBORAH A.	1750 BEVERLY AVE.	KINGMAN	X	X	X	X
85	86401	BEST, CAREY D.	1750 BEVERLY AVE.	KINGMAN	X	X	X	X
85	86401	FERRIER, ELIZABETH B.	1750 BEVERLY AVE.	KINGMAN	X	X	X	X
85	86401	GASPAR, VERA S.	1750 BEVERLY AVE.	KINGMAN	X	X	X	X
85	85901	KUNKLE, RICHARD M.	2500 SHOW LOW LAKE RD.	SHOW LOW	X	X	X	X
85	86401	WHITE, RENEE L.	1750 BEVERLY AVE.	KINGMAN	X	X	X	X
85	86004	LANG, LEE M.	2187 N VICKEY ST.	FLAGSTAFF	X	X	X	X
85	85936	DOWNS, MICHAEL CISW	470 W CLEVELAND	ST JOHNS	X	X	X	X
85	86047	CASWELL, DONNA J. CISW	211 E THIRD ST.	WINSLOW	X	X	X	X
85	86001	STEWART, CANDACE CISW	420 N SAN FRANCISCO ST.	FLAGSTAFF	X	X	X	X
85	86004	HORTON, CHARLES C	13077 LONG HORN WAY	FLAGSTAFF	X	X	X	X
85	86314	CASSIDY, ALEXANDRA L. CISW	3345 N WINDSONG DR.	PRESCOTT VLY	X	X	X	X
85	86303	GINDHART, MARY CISW	3345 N WINDSONG DR.	PRESCOTT VLY	X	X	X	X
85	86303	WEST, CHARLES CISW	3345 N WINDSONG DR.	PRESCOTT VLY	X	X	X	X
85	86303	OSTENDORF, DONALD G.	3345 N WINDSONG DR.	PRESCOTT VLY	X	X	X	X
85	86314	DURRANT, MARILYN CISW	3345 N WINDSONG DR.	PRESCOTT VLY	X	X	X	X
85	86314	REHAK, MAUREEN	3345 N WINDSONG DR.	PRESCOTT VLY	X	X	X	X
85	86314	REHAK, ROBERT CISW	3345 N WINDSONG DR.	PRESCOTT VLY	X	X	X	X
85	86004	DUNN, TERESA CISW	2500 N ROSE ST.	FLAGSTAFF	X	X	X	X
85	86004	O'BRIEN, ALICE CISW	2187 N VICKEY ST.	FLAGSTAFF	X	X	X	X
85	85901	NEELY, LAURA CISW	2500 SHOW LOW LAKE RD.	SHOW LOW	X	X	X	X
85	85936	YATES, REBECCA CISW	PO BOX 579	ST JOHNS	X	X	X	X
85	86326	THWING, SHARON CISW	600 S WILLARD ST.	COTTONWOOD	X	X	X	X
85	86025	FRIEND, DAVID CISW	105 N 5TH AVE.	HOLBROOK	X	X	X	X
85	86314	PERRONE, ROBERT	3345 N WINDSONG DR.	PRESCOTT VLY	X	X	X	X
85	86314	MELOCHE, CHERYL	3345 N WINDSONG DR.	PRESCOTT VLY	X	X	X	X



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85	86314	ROCKETT, HOWARD	3345 N WINDSONG DR.	PRESCOTT VLY	X	X	X	X
85	86326	CONRAD, KATHLEEN	600 S WILLARD ST.	COTTONWOOD	X	X	X	X
86	86314	CLARK, KEREN L.	3345 N WINDSONG DR.	PRESCOTT VLY	X	X	X	X
86	85936	STEURER, GEOFFREY CMFT	470 W CLEVELAND	ST JOHNS	X	X	X	X
86	85936	POCHE, RODNEY B.	470 W CLEVELAND	ST. JOHNS	X	X	X	X
86	85396	POCHE, RODNEY CMFT	470 W CLEVELAND	ST. JOHNS	X	X	X	X
86	86401	ENTRICAN, MARY L.	1750 BEVERLY AVE.	KINGMAN	X	X	X	X
86	86047	BLACKWELL, KAREN M	211 E THIRD ST.	WINSLOW	X	X	X	X
86	85901	WEST, DARWIN R.	2500 SHOW LOW LAKE RD.	SHOW LOW	X	X	X	X
87	86303	SHANNON, KATHLEEN N. CPC	141 S MCCORMICK #206	PRESCOTT	X	X	X	X
87	86303	DUNN, ELIZABETH,CPC	115 E GOODWIN #A	PRESCOTT	X			
87	86303	DUNN, ELIZABETH, CPC	115 E GOODWIN #A	PRESCOTT	X			
87	86326	HOWE, SUE J.	600 S WILLARD ST.	COTTONWOOD	X			
87	86314	HILL, LARRY L.	3345 N WINDSONG DR.	PRESCOTT VLY	X	X	X	X
87	86001	STEWART, REGULA	420 N SAN FRANCISCO ST.	FLAGSTAFF	X	X	X	X
87	86046	MCNABB, MARILYN	301 S 7TH ST.	WILLIAMS	X	X	X	X
87	86305	WILKENING, SONDRAL. CPC	1678 OAKLAWN #A	PRESCOTT	X			
87	86303	WILKENING, SONDRAL. CPC	240 S MONTEZUMA #205	PRESCOTT	X			
87	86004	UNO, CATHERINE D.	2187 N VICKEY ST.	FLAGSTAFF	X	X	X	X
87	86004	FLUGSTAD, KRISTEN	2187 N VICKEY ST.	FLAGSTAFF	X	X	X	X
87	86314	MATTERN, KENT A.	3345 WINDSONG DR.	PRESCOTT VLY	X	X	X	X
87	86001	HOENSHELL, GARY	420 N. SAN FRANCISCO ST	FLAGSTAFF	X	X	X	X
87	86004	SHERWOOD, DAVID	2187 N VICKEY ST.	FLAGSTAFF	X	X	X	X
87	86004	HOWARD, M. WILLIAM	2187 N VICKEY ST.	FLAGSTAFF	X	X	X	X
87	86004	REZIN, SUSAN	2187 N VICKEY ST.	FLAGSTAFF	X	X	X	X
87	86004	GILSON, DONALD	2187 N VICKEY ST.	FLAGSTAFF	X	X	X	X
87	86004	RANDOLPH, CURTIS	2187 N VICKEY ST.	FLAGSTAFF	X	X	X	X
87	86004	MAXWELL, DEBRA	2187 N VICKEY ST.	FLAGSTAFF	X	X	X	X
87	86001	METZ, PATRICK	2187 N VICKEY ST.	FLAGSTAFF	X	X	X	X
87	86403	THERIAULT, LEO R.	2187 SWANSON AVE.	LK HAVASU CITY	X	X	X	X



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87	86004	MCDANIEL, MARY L.	2187 N VICKEY ST.	FLAGSTAFF	X	X	X	X
87	86326	RODERICK, ROBERT S.	600 S WILLARD ST.	COTTONWOOD	X	X	X	X
87	86326	BONDURANT, MONTY C.	600 S WILLARD ST.	COTTONWOOD	X	X	X	X
87	86001	VANCE, DEANNA CPC	222 N VERDE	FLAGSTAFF	X	X	X	X
87	86401	LUPO, PAULA R.	1750 BEVERLY AVE.	KINGMAN	X	X	X	X
87	86401	MALM, SHERRY K.	1750 BEVERLY AVE.	KINGMAN	X	X	X	X
87	86401	SULLIVAN, PAULINE M.	1750 BEVERLY AVE.	KINGMAN	X	X	X	X
87	86401	EDELBLUTE, BONNIE L.	1750 BEVERLY AVE.	KINGMAN	X	X	X	X
87	86401	INGLIS, JUDITH A.	1750 BEVERLY AVE.	KINGMAN	X	X	X	X
87	86401	LYNCH, JOEY H.	1750 BEVERLY AVE.	KINGMAN	X	X	X	X
87	86401	ABBOTT, DAWN D.	1750 BEVERLY AVE.	KINGMAN	X	X	X	X
87	85901	STORMS, STARR	2500 SHOW LOW LAKE RD.	SHOW LOW	X	X	X	X
87	85901	HENDERSHOT, KRISTEN P.	2500 SHOW LOW LAKE RD.	SHOW LOW	X	X	X	X
87	85936	THOMPSON, SANDRA	470 W CLEVELAND	ST JOHNS	X	X	X	X
87	85936	BRADFORD, REED CPC	470 W CLEVELAND	ST JOHNS	X	X	X	X
87	85901	HEAD, BRADLEY CPC	2500 SHOW LOW LAKE RD.	SHOW LOW	X	X	X	X
87	85901	JOHNSON, JACQUELINE J. CPC	2500 SHOW LOW LAKE RD.	SHOW LOW	X	X	X	X
87	86314	DAVIS, TIMOTHY L.	3345 N WINDSONG DR.	PRESCOTT	X	X	X	X
87	86314	ANDERSON, MARTHA A. CPC	3345 N WINDSONG DR.	PRESCOTT VLY	X	X	X	X
87	86303	DERRY, SEAN CPC	3345 N WINDSONG DR.	PRESCOTT	X	X	X	X
87	86303	NAVE, JULIE	3345 N WINDSONG DR.	PRESCOTT VLY	X	X	X	X
87	86303	RYE-RYAN, BARBARA CPC	3345 N WINDSONG DR.	PRESCOTT VLY	X	X	X	X
87	86314	CORMIER, KATHLEEN CPC	3345 N WINDSONG DR.	PRESCOTT VLY	X	X	X	X
87	86314	SUTHERLAND, LINDA CPC	3345 N WINDSONG DR.	PRESCOTT VLY	X	X	X	X
87	86314	RICE, GERRY CPC	3345 N WINDSONG DR.	PRESCOTT VLY	X	X	X	X
87	86314	MEHL, JEANNIE	3345 N WINDSONG DR.	PRESCOTT VLY	X	X	X	X
87	85936	DANIEL, DONNA K. CPC	470 W CLEVELAND	ST JOHNS	X	X	X	X
87	85541	DUNN, LORETTA CPC	404 W AERO DR.	PAYSON	X	X	X	X
87	86401	KUFELD, DAWN	1750 BEVERLY AVE.	KINGMAN	X	X	X	X
87	85541	STEWART, STEPHEN CPC	404 W AERO DR.	PAYSON	X	X	X	X



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87	86314	FIELD, RONDA CPC	3345 N WINDSONG DR.	PRESCOTT VLY	X	X	X	X
87	86303	MISENBERG, JILL CPC	505 S CORTEZ	PRESCOTT	X	X	X	X
87	86004	MITCHELL, DANIEL CPC	2187 N VICKEY ST.	FLAGSTAFF	X	X	X	X
87	86314	HAMILTON, JULIANNA CPC	3345 N WINDSONG DR.	PRESCOTT	X	X	X	X
87	86401	MCCLURG, CYNTHIA CPC	1943 SYCAMORE AVE.	KINGMAN	X	X	X	X
87	86326	ZUM MALLER, RUTH CPC	600 S WILLARD ST.	COTTONWOOD	X	X	X	X
87	86004	KEITH, ANGELA CPC	2187 N VICKEY ST.	FLAGSTAFF	X	X	X	X
87	86314	FOREMAN, JEANINE CPC	3345 N WINDSONG DR.	PRESCOTT	X	X	X	X
87	86303	TEBBE, MARJORY CPC	505 S CORTEZ	PRESCOTT	X	X	X	X
87	86401	ST. CLAIR, MARGARET CPC	1750 BEVERLY AVE.	KINGMAN	X	X	X	X
87	86314	SEYKOWSKI, DONNA	3345 N WINDSONG DR.	PRESCOTT VLY	X	X	X	X
87	86040	HORTON, BEVERLY	32 N 10TH AVE. #1	PAGE	X	X	X	X
87	86040	MACDONALD, RONALD	32 N 10TH AVE. #1	PAGE	X	X	X	X
87	86040	PULLINS, PERRY	32 N 10TH AVE. #1	PAGE	X	X	X	X
87	86022	PICKETT-TRUDELL, CATHERINE	510 N MAIN ST.	FREDONIA	X	X	X	X
87	86022	TRUDELL, WILLIAM J.	510 N MAIN ST.	FREDONIA	X	X	X	X
87	86314	CLEVER, JANICE CPC	3345 N WINDSONG DR.	PRESCOTT VLY	X	X	X	X
87	86401	ORBLOM, DONALD J.	3505 WESTERN AVE.	KINGMAN	X	X	X	X
87	86401	KEATING, HUGH M.	3505 WESTERN AVE.	KINGMAN	X	X	X	X
87	86401	CHANDLER, MAUREEN	1743 SYCAMORE AVE.	KINGMAN	X	X	X	X
A3	86004	CREATIVE NETWORKS	2721 N 4TH ST.	FLAGSTAFF	X	X	X	X
A3	86001	ASKAN FOUNDATION	1114 E ROUTE 66	FLAGSTAFF	X	X	X	X
A3	86303	NAZCARE	599 WHITE SPAR	PRESCOTT		X	X	X
A3	86302	PARENTS ANONYMOUS OF AZ	131 N ALARCON	PRESCOTT	X	X	X	X
A5	86018	PADILLA, CONCEPCION T.	1/4 MI. SO. /I-40 PARKS RD.	PARKS	X			
A5	86001	MANN, RUSSELL	59 PINE DEL DR.	FLAGSTAFF	X			
A5	85939	PETERSEN, FRANKIE	#7 GRAVEYARD RD.	TAYLOR	X	X	X	X
A5	86323	ANDERSON, TRUDY	1344 MEADOW LN.	CHINO VALLEY	X	X	X	X
A5	86323	SMITH, MARK K.	1471 PURPLE SAGE DR.	CHINO VALLEY	X	X	X	X
A5	85547	WELLER, SHERRY L.	904 N COLCORD	PAYSON	X	X	X	X





Provider Type #	Zip Code	Provider Name	Provider Street Address	City	Child	SMI	GMH	SA
A5	85937	DWORNIK, LYNDIA	9847 CUPPLES TRAIL	SNOWFLAKE	X			
A5	86323	SMITH, HARLEY	2880 WILLO BREEZE	CHINO VALLEY	X			
A5	85541	WERNER, CAROLYN	2900 W HUGHES DR.	PAYSON	X	X	X	X
A5	86046	ROWLAND, BOYD	525 S 2ND ST.	WILLIAMS	X			
A5	86004	GRIFFIN, BRUCE	3422 N KING ST.	FLAGSTAFF	X	X	X	X
A5	86322	FLOYD, CHARLOTTE F.	1020 BUFFALO TRAIL	CAMP VERDE	X	X	X	X
A5	86333	REMINGTON, MARK T.	13251 MAIN ST.	MAYER	X			
A5	86314	HAAG, MARK	3100 MOUNTAIN VIEW DR.	PRESCOTT VLY	X	X	X	X
A5	86305	SMITH, WILLIAM L.	1513 WILLOW WAY	PRESCOTT	X	X	X	X
A5	86323	FINICUM, ROBERT L	2415 N NAVAJO PLACE	CHINO VALLEY	X	X	X	X
A6	86040	COMMUNITY BEHAVIORAL HEALTH	32 N 10TH AVE. #5	PAGE	X	X	X	X
B1	85224	PARC PLACE	2190 N GRACE BLVD.	CHANDLER	X			
B1	85006	YOUTH DEVELOPMENT INSTITUTE	1830 E ROOSEVELT	PHOENIX	X			
B1	86004	THE GUIDANCE CENTER	2187 N VICKEY ST.	FLAGSTAFF	X			
B1	85254	DEVEREUX CENTER OF AZ/SWEET	6436 SWEETWATER AVE.	SCOTTSDALE	X			
B2	85254	DEVEREUX ARIZONA	6436 SWEETWATER AVE.	SCOTTSDALE	X			
B3	85725	ARIZONA'S CHILDREN ASSOCIATION	2700 S EIGHTH AVE.	TUCSON	X			
B3	85302	AZ BAPTIST CHILDREN'S SERVICES	6015 W PEORIA	GLENDALE	X			
B3	85206	PREHAB OF ARIZONA	2613 S POWER RD.	MESA	X			
B3	85203	PREHAB OF ARIZONA	960 N STAPLEY DR.	MESA	X			
B3	85203	PREHAB OF ARIZONA	3505 E UNIVERSITY	MESA	X			
B3	85203	PREHAB OF ARIZONA - HOMESTEAD	1131 E UNIVERSITY	MESA	X			
B5	86401	MOHAVE MENTAL HEALTH CLINIC	1741 SYCAMORE AVE.	KINGMAN	X	X	X	X
B5	85901	COMMUNITY COUNSELING CENTERS	2550 SHOW LOW LAKE RD.	SHOW LOW		X	X	X
B6	86301	WEST YAVAPAI GUIDANCE CLINIC	642 DAMERON DR.	PRESCOTT		X	X	X
B6	86004	THE GUIDANCE CENTER	2187 N VICKEY ST.	FLAGSTAFF		X	X	X
S1	86301	YAVAPAI REGIONAL MEDICAL CNTR	1003 WILLOW CREEK	PRESCOTT	X	X	X	X
S1	85902	BIG BROTHERS/BIG SISTERS NE AZ	PO BOX 1722	SHOW LOW	X	X	X	X
S1	86303	PRESCOTT UNIFIED SCHOOL DIST.	300 S GRANITE	PRESCOTT	X	X	X	X
S1	86025	COMMUNITY COUNSELING CENTERS	105 N FIFTH AVE.	HOLBROOK	X	X	X	X



Provider Type #	Zip Code	Provider Name	Provider Street Address	City	Child	SMI	GMH	SA
S1	96401	MOHAVE MENTAL HEALTH CLINIC	1720 BEVERLY	KINGMAN	X	X	X	X
S1	86004	THE GUIDANCE CENTER	2187 N. VICKEY ST.	FLAGSTAFF	X	X	X	X
S1	86301	YAVAPAI BIG BRTHERS/BIG SISTERS	103 E GURLEY	PRESCOTT	X	X	X	X
S1	86301	WEST YAVAPAI GUIDANCE CLINIC	642 DAMERON DR.	PRESCOTT	X	X	X	X

1



NARBHA currently has contracted providers for all of the types of services and providers listed in Attachment C. To enhance provider network capacity and improve specialization in the network by July 1, 2005, NARBHA has established the following priorities based upon an analysis of data and application of the ADHS/DBHS Logic Model:

- Increase supported housing for Title XIX/Non-Title XIX Serious Mental Illness (SMI) and Title XIX substance abuse populations in Holbrook, and if funds are available, supported housing for substance abusing women. NARBHA has submitted a grant to the State Housing Authority to fund a transitional housing complex in Holbrook.
- Expand lower levels of care and/or create a Level II for the Title XIX substance abuse population. NARBHA continues to implement the DBHS plan to provide substance abuse residential treatment within the contracted 23 day assessment-to-residential-bed-date timeframe. Based on the DBHS approved plan quarterly case file reviews have been conducted with The Guidance Center, Mohave Mental Health Clinics, and West Yavapai Guidance Center to determine utilization compliance. At the completion of the fiscal year, compliance had been achieved.
- Expand self help/peer support. NARBHA is in the process of assisting NAZCARE with opening a peer support program in Kingman. Start-up costs have been, and continue to be, a barrier to this provider network expansion project, as identified in the ADHS/DBHS Network Sufficiency Plan update on June 2, 2004. Additional efforts to expand self help/peer support services have been directed at The Guidance Center in Flagstaff. NARBHA has provided training and technical assistance for the new staff member who was hired in June of 2004. NARBHA will continue to monitor the utilization of this service and provide additional technical assistance and support as necessary.
- Expand residential services for individuals with co-occurring behavioral health disorders and developmental disabilities. NARBHA has worked collaboratively with the Department of Economic Security, Division of Developmental Disabilities (DES/DDD) to execute a Memorandum of Understanding that specifies programming for a facility that is dually licensed as a Behavioral Health Level II Group Home and a Group Home for Individuals who are Developmentally Disabled. NARBHA has identified that two such facilities would benefit NARBHA members; one for adults and one for children. NARBHA has worked with DES/DDD to overcome funding and other barriers before issuing the Memorandum of Understanding and soliciting providers for this specialized service. It is NARBHA's intent that potential providers will be identified and selected by June of 2005.
- NARBHA continues to monitor the utilization of Therapeutic Foster Care Homes for children throughout NARBHA's Geographic Service Area (GSA). Of particular focus is the level and type of services available to children who need out-of-home placements within the Hopi and White Mountain Apache Reservations. Part of NARBHA's exploration of this issue is to determine how these Tribes currently address the needs of children with behavioral health issues as well as what these Tribes believe to be the most appropriate options.
- Expand the geographic availability of opioid replacement services. NARBHA currently subcontracts with Community Medical Services for opioid replacement services. Community Medical Services has two clinics; one in Flagstaff and one in Bullhead City. NARBHA has identified that its minimum network standard for opioid replacement services is three sites and has worked with its opioid replacement provider to explore options for the expansion of this service to other areas of the GSA. While a third opioid replacement site may not be possible at the time of the contract renewal, other options are being actively explored with this provider, such as a representative of the opioid replacement clinic traveling to members and providing the medication services off-site. To help meet the need of opioid replacement services, Buprenorphine is available through a SAA physician with specialty certification.
- Expand the number of medical practitioners/prescribers. NARBHA's Annual Provider Network Development and Management Plan also identified the need for four additional medical practitioners/prescribers to better serve NARBHA members. To meet this goal, NARBHA has developed and administered a survey to all NARBHA medical practitioners who were hired during the past two years to discover how these medical practitioners learned about the position, their satisfaction with the recruitment process, and their suggestions in better targeting future recruitment efforts. Based upon assistance provided by NARBHA's medical director, three additional medical practitioners/prescribers were added to NARBHA's provider network in July 2004. NARBHA's study and recruitment efforts continue in this important area.



- NARBHA is addressing the need to expand treatment and service options for the Title XIX and Non-Title XIX substance abuse and co-occurring populations. NARBHA is active in participating on the statewide Legislative Substance Abuse Task Force that is exploring community detoxification needs, program models, and funding. NARBHA is also a member of the Flagstaff Region Detoxification Task Force Committee that has fostered community partnerships, explored multiple funding sources, completed a needs assessment, and is now seeking funding to implement detoxification treatment and other substance abuse services.



## Assessment of Cultural and Linguistic Needs of Members

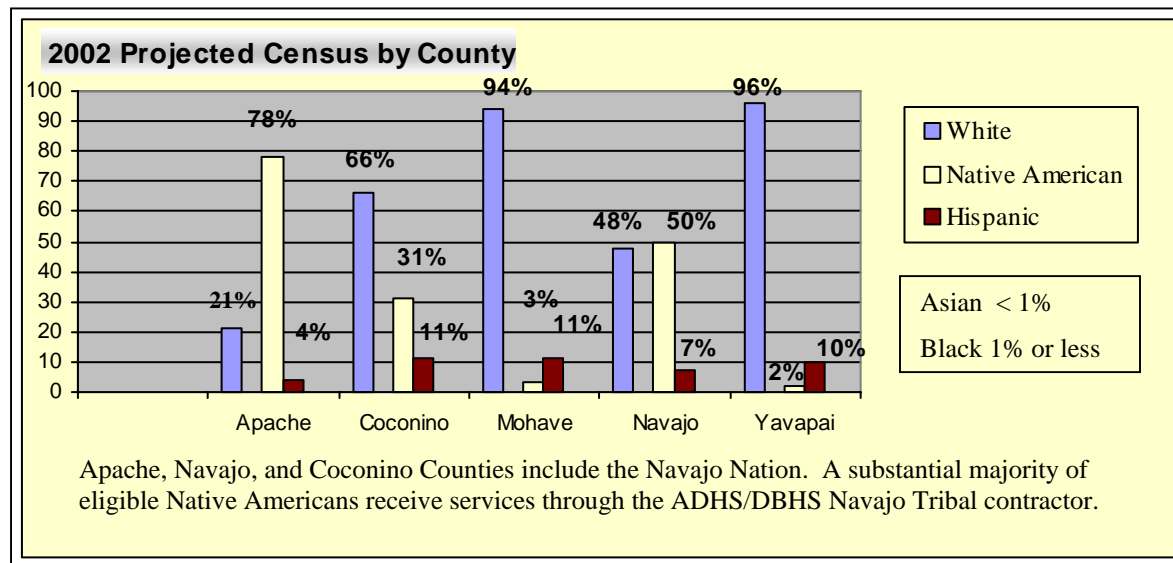
NARBHA assesses the cultural and linguistic needs of residents in Northern Arizona including race/ethnicity, language preferences, socio-economic considerations, gender identity issues, geographic locations of communities/members, religious and spiritual beliefs, family and support structures, and physical disabilities. To facilitate this assessment, NARBHA formed the Cultural Awareness and Diversity Committee (CADC), which includes representatives of Service Area Agencies/Tribal Area Agencies (SAAs/TAA), behavioral health recipients (members) and family members, and other community stakeholders who represent the culturally diverse populations found in NARBHA's Geographic Service Area (GSA).

The CADC is part of a strategic planning initiative that identifies issues related to diversity and cultural sensitivity. In addition, the CADC annually develops NARBHA's Cultural Competency Plan. The planning process includes analysis of demographic data, satisfaction survey results, and community and provider input. The plan is utilized to develop culturally appropriate and accessible programs, services, and training, and is reviewed by NARBHA's Leadership Council, NARBHA staff, and SAA/TAA Directors. This process ensures that NARBHA and SAA/TAA staff receive cutting-edge training in achieving cultural and linguistic competency, and that member needs are addressed in the decision-making process.

## Knowledge of Unique Needs of NARBHA's GSA

### Cultures/Ethnicity

The NARBHA provider network is committed to providing services to members and their families in their preferred language, through culturally and linguistically competent providers. NARBHA's GSA is home to individuals from many cultures and ethnic backgrounds, as demonstrated in the following chart.



The region's Native American population is the largest group in need of specific cultural and linguistic services. NARBHA works closely with its SAAs/TAA to ensure these needs are met. To better develop collaboration and relations with the TAAs and area Tribes, NARBHA developed the Native American Tribal Liaison position, which acts as the main point of contact among NARBHA, the TAAs, Tribal Courts, and Tribal Social Services departments of various Tribes. The Native American Tribal Liaison provides technical assistance, training, and representation on committees and in communities. As a result, NARBHA has seen an increase in collaboration, greater committee participation, and greater compliance in reporting needed data.

### Language

NARBHA's GSA includes 10 Tribes in five counties. Each Tribe is steeped in its own rich history, culture, language, and practices. Providing culturally relevant, linguistically appropriate behavioral health services for Native Americans is a challenge that NARBHA and its SAAs/TAA have been addressing for 37 years.



Addressing language needs of Native Americans is challenging in that many of the local Native American languages are unwritten; thus written materials cannot be prepared in the languages of members and their families. This creates difficulty regarding forms and other documents. However, through interpreters, such documents can be explained and read as necessary. In addition, NARBHA has worked with local and national resources to locate posters, brochures, and other materials that include written statements with Native American languages and culturally appropriate pictures and messages.

NARBHA also analyzes the primary languages of its members and use of interpreter services on a quarterly basis to determine the linguistic needs of members and to ensure that interpreter services are adequate. During the assessment process, members' language preferences and needs are determined. These data are reviewed and tracked through chart audits by the providers and NARBHA, with results presented in a monthly report to CADC, and results are incorporated into the Cultural Competency Plan.

The following chart indicates that less than 1% of the population of Northern Arizona speaks Spanish (although some pockets of Spanish-speaking residents exist), while local Native American languages are prevalent on the reservations and border communities.

#### Language Other Than English Spoken in Household by County

County	Spanish	Other (including Tribal languages)
Apache	<1% (.27%)	61%
Coconino	<1% (.65%)	28%
Mohave	<1% (.77%)	10%
Navajo	<1% (.46%)	39%
Yavapai	<1% (.70%)	9%

#### Member Satisfaction

NARBHA uses customer satisfaction surveys, provider surveys and assessments, and organizational assessments (based on the National Standards for Culturally and Linguistically Appropriate Services (CLAS)) to determine the linguistic and cultural needs of its members and their families. NARBHA also is working with the Flagstaff Hispanic Advisory Council to survey local Hispanic communities on behavioral health needs and determine where community residents are currently receiving services, if not through NARBHA's provider network. Data from the ADHS/DBHS Member Satisfaction Survey are analyzed to determine gaps in cultural sensitivity at each SAA/TAA.

#### Strategies to Provide Culturally and Linguistically Appropriate Services

In order to further improve its SAAs'/TAAs' ability to provide culturally and linguistically appropriate services, NARBHA has identified and is implementing a variety of strategies, including the following.

- NARBHA created the position of Native American Tribal Liaison in 2002 to serve the Tribes, implement cross-cultural training, enhance communication and collaboration between the Tribes and the SAAs/TAAs that serve them, and ensure that linguistic and cultural needs are being met. The Liaison is the chair of the CADC and is a member of the statewide Cultural Competency Steering Committee and Training Subcommittee.
- For its SAAs/TAAs, NARBHA's CADC has added a mandatory training module to the ADHS/DBHS Assessment/Clinical Liaison Part I training. The training module, created by NARBHA, is a one-hour videotape addressing engagement strategies and methods to include cultural and linguistic needs of members and their families in the assessment process, treatment plan development, and determination of family/community involvement.
- The CADC provides ongoing, updated training materials such as "Resources for Clinicians," a brochure with in-depth information on cultures and traditions of the GSA population. This training tool was distributed in fall 2004. Due to the large Gay/Bisexual/Lesbian/Transgender (GBLT) population in the NARBHA GSA, the brochure also includes materials on GBLT issues.



- 1 • The CADC addressed the issue of common areas and waiting rooms being culturally reflective of members and their  
2 families. The CADC developed criteria and assessment tools that were used during site visits conducted by  
3 NARBHA's Human Resources Department to evaluate and maintain each area, which were implemented in the first  
4 quarter of FY 2004-2005.
- 5
- 6 • Culturally appropriate materials (posters, prevention kits, pamphlets, brochures, fact sheets) are collected by  
7 NARBHA staff and distributed to the SAAs/TAAAs that serve Native American, Hispanic, and other diverse recipient  
8 groups.
- 9
- 10 • Physical access for persons with disabilities is ensured because NARBHA provider subcontracts require each  
11 provider to meet the accessibility requirements contained in the Americans with Disabilities Act and require that if a  
12 member has a mobility, sensory, or other physical impairment, modifications are made to the premises to ensure that  
13 the premises are accessible to and usable by the member. Site accommodations include, but are not limited to,  
14 wheelchair ramps, handicap-accessible restrooms, and TTDY services for the hearing impaired.
- 15
- 16 • To ensure geographic accessibility, NARBHA has divided its 62,000 square-mile GSA into nine sub-regions. This  
17 has been effective in ensuring that NARBHA members are in close proximity to service delivery sites, which  
18 facilitates easy access to care and family involvement. TAAAs are located on two of the largest reservations in  
19 NARBHA's GSA, and SAA staff are posted to extremely remote locations of the Arizona Strip (north of the Grand  
20 Canyon along the Utah border), providing specialized services designed to respect and work with the cultures and  
21 religions of these areas.
- 22

### 23 **Strategies to Recruit and Retain Providers with Cultural and Linguistic Competence**

24 To assist the SAAs/TAAAs in recruitment efforts, NARBHA identified a number of activities in its 2004 Cultural  
25 Competency Plan and in its 2004 NARBHA Recruitment Plan as part of its "Recruitment and Outreach Goals,"  
26 including the following:

- 27
- 28 • NARBHA posts targeted recruitment advertisements in publications that are more accessible to diverse populations  
29 and potential interpreters.
- 30
- 31 • NARBHA collaborates with Northern Arizona University's Multicultural Center and School of Social Work  
32 regarding staff recruitment and posting of open positions.
- 33
- 34 • TAAAs on the White Mountain Apache and Hopi Reservations employ Native American staff representative of the  
35 Tribal areas they serve, ensuring cultural and linguistic competence.
- 36
- 37 • NARBHA developed Interpreter Etiquette training to implement CLAS standards. Each interpreter signs a  
38 document that identifies the training received and is an agreement to adhere to the standards and protocol; this  
39 document becomes part of his or her personnel file.
- 40
- 41 • NARBHA developed a region-wide interpreter resource list that is updated monthly by the CADC and is utilized in  
42 addition to the required internal interpreter resource list maintained at each SAA/TAA. This system was created to  
43 ensure that culturally appropriate interpreters are available for all members and their families, no matter where in the  
44 GSA they are being served. Additional language assistance is provided through "A Foreign Language Service" of  
45 Mesa, Arizona, offering assistance in 255-plus languages on an as-needed basis.
- 46
- 47 • NARBHA collaborates with the Flagstaff Hispanic Advisory Board regarding staff recruitment.
- 48
- 49 • NARBHA includes the following statement in all recruitment advertisements: "Dedicated to a multi-cultural  
50 workforce. Seeking bi-lingual candidates."





NARBHA understands the need for its provider network to meet specialized needs of behavioral health recipients (members) in a Geographic Service Area (GSA) of isolated and sparse population centers. Over the past 37 years, NARBHA has built a comprehensive provider network structure of specialized services and programs to meet the unique needs of the culturally diverse populations of Northern Arizona.

### Network Structure

NARBHA contracts with Service Area Agencies and Tribal Area Agencies (SAAs/TAAs) to serve as the backbone of its provider network. Under the NARBHA subcontracts, the SAAs/TAAs are required to offer all ADHS/DBHS covered services for adults and youth in each of nine sub-regional areas, including specialty services such as peer support, interpreter services, and substance abuse services for pregnant or parenting women.

The financing mechanisms used by NARBHA for its SAA contracts are sub-capitation with performance adjustments, which align financial incentives so that these providers will achieve optimal financial results when members' needs are met in the most efficient and complete manner in their local communities. If members' needs are not met, higher utilization of crisis services and high-acuity services, such as inpatient and emergency room, typically result, causing SAA financial performance to suffer. Therefore, the SAA reimbursement structure encourages development of the most appropriate services, including an array of specialized services appropriate for each SAA's communities. The contracting and reimbursement structure for SAAs, along with NARBHA monitoring mechanisms, helps ensure the adequacy of specialized services and create an environment that encourages and funds the development of local specialized services.

TAAs are funded differently from SAAs because of eligibility differences under this RFP for persons residing on a reservation. TAAs are responsible for serving Non-Title XIX and Non-Title XXI members who choose to receive services on the reservation. TAAs receive a fixed monthly amount to provide services to these members according to the ADHS/DBHS and NARBHA criteria for delivering services to Non-Title XIX and Non-Title XXI members. This financing mechanism allows TAAs the flexibility to develop services that are most appropriate to meet the unique cultural and linguistic needs of their members.

### Ensuring Specialized Services Meet Member Needs

SAAs/TAAs may develop specialized services within their own organizations, or may identify other community providers with existing services that meet a specialized need, and arrange for those providers to be added to the NARBHA provider network under fee-for-service (FFS) contracts. NARBHA credentials and contracts with FFS providers to ensure application of consistent credentialing standards across the entire network and to ensure that contract provisions incorporate all ADHS/DBHS requirements.

NARBHA also funds some providers and services with block purchase arrangements, where a fixed monthly amount is paid to develop and maintain capacity. FFS and block purchase arrangements are ongoing and are important components of NARBHA's provider network. These increase the range of available services by offering specialized services that are often best delivered through niche organizations, such as consumer-operated peer support, and programs such as residential treatment Level I for adolescents that are not cost-effective to develop in remote areas with small population bases.

In addition to SAAs/TAAs, FFS providers, and providers contracted through block purchase arrangements, NARBHA also uses single case agreements to expedite credentialing and contracting to meet unique member needs. Single case agreements are put into place between NARBHA and a provider to serve the needs of a specific member. Approximately 90 single case agreements were used during the past fiscal year to facilitate member choice and meet specialized needs. Patterns for single case agreements are analyzed quarterly as a part of the development of the Annual Provider Network Development and Management Plan to determine if FFS contracts should be offered to these providers.

One of NARBHA's goals has been to become less reliant on services offered outside of its GSA by developing a comprehensive network of providers, and by developing additional programs and services within existing network providers. Examples of services that have been developed within the GSA include three Level II residential facilities for boys, one Level II residential facility for adolescent girls, and the expansion of Therapeutic Foster Care beds and respite services.



## Rationale to Determine Specializations

NARBHA incorporates the analysis of needed network specializations into the overall network analysis process used to develop the Annual Provider Network Development and Management Plan. This plan pulls together quantitative and qualitative data on NARBHA's provider network, compares these data to the Arizona System Principles, and then uses the ADHS/DBHS Logic Model to identify capacity gaps and needs in the provider network.

The quantitative and qualitative data that are reviewed throughout the year and used to develop the Annual Provider Network Development and Management Plan include data on the needs of members for specialty services, the existing specialty providers in NARBHA's provider network, and whether there are a sufficient number and type of network providers to meet each member's unique and specialized needs. Specifically, data used to identify specialty needs for provider network development include:

- Demographic data and trends
- Cultural and linguistic needs
- Reports of members going out of network for specialty services
- Consumer Satisfaction Surveys
- Complaints, grievances, and appeals
- Utilization data
- Problem resolutions
- ADHS/DBHS initiatives
- Qualitative data that include discussions with members, families, case managers, Child and Family Teams, administrative and treatment staff in provider agencies, consumer advocacy organizations, NARBHA staff, and other governmental agency staff who also provide services to NARBHA members

These quantitative and qualitative data are collected, analyzed, and reviewed to determine whether members have easy access to care, whether there are opportunities for family and member participation in care, whether programs and services are flexible and innovative to meet each member's unique needs, whether services are consistent with collaborative efforts from the larger community, and that services are culturally and linguistically appropriate for each member. The ADHS/DBHS Logic Model is applied to the analysis of collected data, and involves analysis of data elements in three major areas: administrative database extracts, provider organizational/structural information/practice patterns, and consumer input. Data are organized into these three categories and synthesized to determine if there are gaps between services needed and services provided.

An example of the identification of such a gap occurred when, through the use of the ADHS/DBHS Logic Model, NARBHA identified that services to meet the specialized needs of members with both developmental disabilities and behavioral health issues were not sufficient or sufficiently specialized to meet the needs of members. As this capacity gap was identified and included in NARBHA's plan for provider network expansion, NARBHA also studied how best to develop these specialized services. As a result of the data gathering and analysis, use of the ADHS/DBHS Logic Model, and effective collaboration with the greater community, NARBHA has been working the Department of Economic Security (DES) Division of Developmental Disabilities (DDD) on a vendor solicitation for a dually licensed Behavioral Health Level II Residential Facility for individuals with developmental disabilities and behavioral health issues. Such highly specialized services available in NARBHA's GSA will directly and positively serve the specialized needs of many of NARBHA's members.

## Network Specializations

NARBHA examines network specialization based on both services available from individual practitioners and services available through programs. The existing network includes the following specialized services; NARBHA expects to continue to have all of these services in place on July 1, 2005.

### Individual Practitioners

NARBHA's Human Resources (HR) Department maintains a database with information on every clinician employed by each of the SAAs/TAAAs. This database can be queried in numerous ways and includes information on all of the following credentials:

- Type of professional—behavioral health professional, paraprofessional, or technician
- Credentialed to perform assessments
- Credentialed to perform as Clinical Liaison



- Credentialed to perform as Family Involvement Specialist
- Credentialed to work with members with co-occurring behavioral health disorders and developmental disabilities
- Bilingual staff, including languages
- Staff who have been trained and have agreed to function as interpreters

In 2001, ADHS/DBHS and the DES Child Protective Services (CPS) identified certain specialty areas that would be most appropriate in helping CPS meet the needs of children who have been removed from their homes. NARBHA expanded its individual practitioner database to track the following specializations:

- Attachment and Bonding
- Adoption
- Sexual Abuse
- Sexual Offenders
- Eating Disorder
- Post Traumatic Stress Disorder (PTSD)

#### Programmatic Specialization

NARBHA also maintains a variety of specialized programs and services to meet the needs of its members.

- Therapeutic Foster Care: This evidence-based practice promises many children a chance to experience and practice the intimacy of family connections related to longer-term positive stability and permanency. These children might otherwise have been placed away from their communities, including out-of-state, and more restrictive, institutional settings. Through the development of this service over the past few years, NARBHA has had very few children placed out of state and is committed to continuing to develop local treatment resources.
- Child and Family Teams: After three years, NARBHA's Child and Family Team (CFT) practice innovations have laid a strong foundation for an innovative system of care. CFTs are in place throughout the GSA, and family-driven planning is being practiced. Approximately 500 children are receiving services through CFTs led by Clinical Liaisons, other behavioral health staff, and community facilitators who have been trained in the CFT philosophy and practice. NARBHA has created an additional credential for facilitators (Family Involvement Specialists, or FISs), who have received training to lead CFTs for multi-agency-involved children. As of July 1, 2004, NARBHA had 26 credentialed FIS facilitators and 247 children receiving CFT services.
- Recovery: Many SAAs/TAAAs provide support and case management services to persons with a serious mental illness (SMI) using the recovery model. Services can be provided in members' homes and community settings as a part of their integration into the community and maintaining their independence in their own homes.
- Co-occurring Mental Health and Substance Abuse: All NARBHA residential substance abuse programs are dual-diagnosed-enhanced programs to meet the needs of members with mental health and substance abuse co-occurring disorders.
- Substance Abuse Services for Native Americans: The White Mountain Apache Tribe works closely with the TAA to provide "Healthy Nations, N'dee Benadesh: The People's Vision," a healthy communities program that addresses substance abuse in the areas of public awareness, prevention, treatment, and relapse prevention/aftercare.
- Consumer-operated Peer Support: Northern Arizona Consumers Advancing Recovery and Empowerment (NAZCARE) offers five consumer-operated, peer-support locations, with a sixth site planned to open in January 2005, as well as Warm Line services available throughout the region via a 1-800 number.
- Co-location with CPS: One of the SAAs has co-located with CPS in Fredonia, and NARBHA intends to have behavioral health staff co-located on-site at several additional ADES/CPS offices.
- Post-booking Mental Health Jail Diversion Programs: NARBHA was the only Regional Behavioral Health Authority able to develop jail diversion programs without specifically allocated support from ADHS/DBHS. Persons in Coconino and Navajo Counties with SMI or a co-occurring substance abuse disorder, who have been



arrested and detained in the county jail for a non-felony misdemeanor, are assessed at the jail by an SAA behavioral health professional for appropriateness of behavioral health treatment in lieu of jail and criminal justice charges.

- Correction Officer/Offender Liaison (COOL) Program: The program was established for offenders with substance abuse-related problems to receive covered services upon release to the community as a mandated condition of parole throughout the parolee's community supervision.
- Integration of Primary and Behavioral Health Care: NARBHA, in collaboration with North Country Community Health Center, received a \$100,000, two-year planning grant called Project HINT (Health Integration Technology) to integrate behavioral/mental health care and primary health care via telemedicine technology and on-site services to the largely rural and isolated populations of Northern Arizona.
- 24-Hour Response: A dedicated 1-800 number is available for CPS case managers of children who have been removed from their home and placed in the care of CPS. Through this number, crisis stabilization, enrollment, assessment, and therapeutic support services are available.
- Child and Family Teams on the Arizona Strip: As a collaborative effort with DDD, CPS, and local providers, CFT training has been provided at the request of family members in this isolated area north of the Grand Canyon to address specific community problems.
- Dialectical Behavioral Therapy (DBT): All SAAs are training staff on providing DBT services and implementing DBT groups for members with borderline personality disorders.
- Substance Abuse Programs for Pregnant and Parenting Women: Multiple agencies offer outpatient groups directed toward the needs of this unique population.
- Co-occurring Behavioral Health and Developmental Disabilities: In collaboration with DDD, NARBHA plans to issue a vendor solicitation for a dually licensed Level II residential facility for individuals with both developmental disabilities and behavioral health issues.
- Specialized Residential Services: A variety of residential Level I and II facilities serve specialized populations including juvenile justice offenders, youth who have suffered from abuse and neglect, Native American youth, dual diagnoses, attention deficit disorders, substance abuse disorders, sexually reactive boys, and eating disorders.
- Opiate Replacement Services: An accredited methadone provider with multiple sites serving Northern Arizona provides opiate replacement services. In addition, Buprenorphine is available in several locations from an SAA physician with specialty certification.
- Electro Convulsive Treatment (ECT): SAAs have specific mechanisms in place to refer a member for these intensive interventions if required to ensure the level of risk associated with the behavioral disorder will be reduced or eliminated.

#### **Additional Network Specializations**

In addition to all of the specializations available in its current provider network, NARBHA intends to have the following specializations available by July 1, 2005:

- Mingus Center in the Verde Valley is adding a Level 1 residential treatment facility for boys and girls ages 9 through 15; this will be the first in Northern Arizona for youth with complex behavioral health needs.
- Child and Family Team services are being implemented on the Hopi Reservation.
- A grant has been submitted to the State Housing Authority to provide funding for housing slots for members with co-occurring SMI and substance abuse disorders. If the grant is awarded and funding becomes available, the additional housing slots will become available in Holbrook.
- To enhance capacity, four prescribers are being added across the network.



1 NARBHA is addressing the need to expand treatment and service options for the Title XIX and Non-Title XIX substance  
2 abuse and co-occurring populations. NARBHA is an active participant on the statewide Legislative Substance Abuse  
3 Task Force that is exploring community detoxification needs, program models, and funding. NARBHA also is a  
4 member of the Flagstaff Region Detoxification Task Force Committee, which has fostered community partnerships,  
5 explored multiple funding sources, completed a needs assessment, and is now seeking funding to implement  
6 detoxification treatment and other substance abuse services.



NARBHA has developed a model to project the number of medical prescribers (physicians, certified nurse practitioners, and physicians assistants) needed to ensure that there are sufficient medical prescribers to meet the needs of its behavioral health recipients (members). NARBHA then compares the projected necessary capacity to actual capacity, monitors for appointment availability and timeliness, develops recruiting strategies, and implements innovative practices to extend its prescriber capacity through telemedicine and collaboration with primary care providers. Annual modeling for each service or activity requiring prescriber time is complex, but has been very effective for projecting needed capacity accurately. NARBHA's model is described below.

### Identify Current Reported Capacity

- Obtain a list of all medical prescribers from each Service Area Agency (SAA) with the number of hours assigned to each service, population or activity: inpatient, outpatient, persons with Serious Mental Illness (SMI), children, General Mental Health (GMH), residential, crisis, forensic, administration, etc. The list includes employed and contracted medical prescribers.
- Total the number of reported medical prescriber hours available per month for each SAA and for each level of care or service area.

The Tribal Area Agencies (TAAs) use prescribers from Indian Health Services to meet the needs of Non-Title XIX/Non-Title XXI members who choose to receive services on the reservations. Because those prescribers are also responsible for persons who are not eligible for services under this RFP, it is not feasible to include the TAA physicians in the analysis below. However, NARBHA prescribers are responsible for the medical component of inpatient or residential services for all NARBHA members, including the Non-Title XIX/Non-Title XXI TAA reservation members; the inpatient/residential analysis below includes those medical needs and resources.

### Estimate Demand

Outpatient Services: Estimate the number of outpatient medical prescriber hours per member/per month that members will utilize per year:

- Determine the percentage of members on medications for each population by looking at past actual utilization from medication claims data.
  - Title XIX/Title XXI Children/Adolescents: 42% of members on Regional Behavioral Health Authority (RBHA) prescribed medications
  - Adult General Mental Health/Substance Abuse: 45% of members on RBHA-prescribed medications
  - Serious Mental Illness: 99% on RBHA-prescribed medications and/or seeing prescriber
- Calculate the average number of prescriber hours per member per month for each population based on clinical assumptions for utilization.
  - Adult GMHealth/Substance Abuse: One-hour psychiatric evaluation and five half-hour appointments, contacts, staffings, reports, refills, etc. during the year. **Average: 0.29 hours per member/per month.**
  - Title XIX/Title XXI Children/Adolescents: Two-hour psychiatric evaluation and six half-hour appointments, contacts, Child and Family Teams, reports, refills, etc. during the year. **Average: 0.42 hours per member/per month.**
  - SMI: Assume some members will receive very intensive medical services at initial identification of significant behavioral health disorders or while decompensated, and others will have much less frequent medical services (various evaluations, appointments, clinical team staffings, SMI determinations, family contacts, refills, reports, coordination of care activities, etc.) **Average: 0.5 hours per member/per month.**

Inpatient/Residential Services: NARBHA medical prescribers provide 24-hour care for 64 inpatient sub-acute adult beds, 2 sub-acute adolescent beds, 10 Level I adolescent residential beds, 14 Level I chemical dependency beds, and 19 Level II chemical dependency beds for all SAA/TAA admissions.

- Estimate the number of inpatient/residential medical prescriber hours per member day of treatment in an SAA inpatient/residential facility based on prior actual utilization:



- For adult and adolescent inpatient sub-acute facilities where lengths of stay average approximately six days for GMH and nine days for SMI, assume that for each bed day utilized by a member a medical prescriber delivered an average of 0.75 prescriber hours per day.
  - For Level I adolescent residential beds where lengths of stay average approximately 90 days, assume an average of 1.5 hours per week or 0.2 prescriber hours per member per day.
  - For chemical dependency beds where lengths of stay average approximately 20 days and not all members see a medical prescriber, assume an average of 0.5 hours per week or 0.07 prescriber hours per member per day.
- Calculate the number of prescriber hours for each level of care by multiplying the actual bed-day utilization for the year times the estimated number of prescriber hours per member/per day.

**Crisis Services:** NARBHA's medical prescribers must provide 24/7 medical coverage for NARBHA's crisis system. Each SAA has one medical prescriber on call at all times. Crisis service coverage is typically provided outside of normal working hours and includes nights and weekends.

- Estimate that each SAA utilizes approximately 10 hours per week of medical prescriber time to respond to crises, emergency room calls, admissions to inpatient facilities, inpatient psychiatric consultations at local hospitals, emergency psychiatric evaluations, and supervision of crisis workers.

#### Compare Estimated Demand to Reported Capacity

- **Identify major discrepancies:** Compare SAA reported medical prescriber allocations of time to estimated needs for each level of care to identify major discrepancies in projected need versus schedules.
- **Calculate FTEs based on efficiencies:** Compare overall total SAA-reported hours per medical prescriber by FTE to total estimated need for that SAA. Assume that an SAA can meet its medical prescriber clinical demands if its current number of FTEs is between the calculated number of full-time equivalents (FTEs) needed if medical prescribers worked at between 80% efficiency and 120% efficiency because some, if not all, medical prescribers, will be working in excess of 40 hours per week.
- **Identify prescriber capacity gap:** If an SAA's actual number of medical prescriber FTEs falls outside of the projected need range, then a prescriber capacity gap is identified.
- **Project capacity needs:** Project capacity needs for the next year based on past utilization and member enrollment growth projections, the SAA's predicted need compared to their current number of FTEs and plans for recruitment.
- **Address productivity concerns:** Work with SAAs that may not have an identified prescriber capacity gap based on 120% efficiency so that physicians can be retained in the rural environment.

SAA	Reported Total Hours Per SAA Prescriber FTE	Needed Prescriber Capacity per SAA Prescriber FTE at 100%	Calculated FTE Need Based	
			80% Efficiency	120% Efficiency
CCC*	5.3	4.1	4.8	3.2
MMHC*	8.0	6.1	9.0	6.0
TGC	8.5	7.3	6.0	4.0
WYGC*	7.6	6.1	7.4	5.0
LCBHC	1.0	0.9	1.2	0.8
CBHS	0.8	0.7	1.1	0.9
VVGC	3.2	2.2	3.0	2.0
NARBHA Total	34.4	27.4	32.5	21.9

\*Currently recruiting for 1-2 prescribers





Model Conclusion: All SAAs are currently within capacity ranges for FY 2004-2005. SAAs that meet need by approaching 120% efficiency are currently recruiting. MMHC has two medical prescribers hired and awaiting Arizona licenses. The CBHS prescriber works part-time and increases hours as necessary to meet demand.

**Opiate Replacement Services** are provided by an accredited methadone provider with multiple sites serving Northern Arizona. Transportation to and from the methadone clinics is available through the SAAs. In addition, Buprenorphine has been available since February 2004 in Show Low, Holbrook, and Winslow from a SAA physician with specialty certification.

#### **Monitor for Ongoing Appointment Availability**

Each SAA reports to NARBHA on a monthly basis the first available medical practitioner appointment for children and adults in order to monitor compliance with the ADHS/DBHS standard for referrals for psychotropic medications, if clinically appropriate. Standard is to provide an appointment based on clinical need not to exceed 30 days for Title XIX/Title XXI and SMI. This is a new reporting practice and the first quarterly report will be submitted to the Provider Performance Committee in October 2004.

#### **Assist Providers with Recruiting Strategies and Innovative Practices**

Centralized application/inquiry process: NARBHA advertises on behalf of the SAAs/TAAAs for medical prescribers in various paper and electronic venues. Applications can be submitted electronically or on paper. The NARBHA Medical Director and/or Associate Medical Director contact each physician (MD)/Certified Nurse Practitioner (CNP)/Physicians Assistant (PA) applicant by phone or electronically upon receipt of the employment inquiry in order to provide immediate assistance, personal contact, and direction regarding the hiring process. Job inquiries are referred to all SAAs/TAAAs with an opening regardless of the applicant's initial location preference because it has been NARBHA's experience that most people are unaware of the diversity of geography or programs in Northern Arizona. SAAs/TAAAs are responsible for their own interviewing and hiring.

National Health Service Corps (NHSC): NARBHA applies for National Health Service Corps Health Professional Shortage Area status on behalf of all the SAAs/TAAAs. All of NARBHA's areas qualify as both Scholar Placement Sites and Loan Repayment Sites. NARBHA is currently recruiting for two open qualifying sites—Mohave Mental Health Clinic (Mohave County), and West Yavapai Guidance Clinic (Yavapai County). There are currently two child psychiatrists serving Verde Valley Guidance Clinic and West Yavapai Guidance Clinic with three-year commitments.

Recruiting Survey: In order to focus its recruiting efforts and to understand recruiting success factors, NARBHA developed a survey for all MDs/CNPs/PAs who were hired during recent years. The survey asks how they learned about the positions, what are their satisfaction levels with the recruitment process, and what suggestions they have. Results of the 22 surveys were compiled in June 2004 and new recruitment strategies were developed that focus on personal contacts, regional publications, and rural psychiatric residency programs.

Telemedicine: In 1996 NARBHA developed a telemedicine system that has now expanded to a 17-site network including Flagstaff, Winslow, Holbrook, Show Low, Page, Prescott, St. Johns, Springerville, Kingman, Bullhead City, Lake Havasu City, and Cottonwood. Use of telemedicine has allowed NARBHA providers to share prescriber resources during temporary shortages and to deliver high quality psychiatric care to frontier areas. Six medical providers schedule more than nine full days per week of telemedicine services (approximately 135 member contacts weekly). In FY 2003-2004 there were 7,020 member visits and 3,392 hours of video connection, representing a 30% increase in connection time from the prior fiscal year.

Integration of Behavioral and Primary Health Care Provider Grants: NARBHA, in collaboration with North Country Community Health Center, obtained a \$100,000 two-year planning grant called Project HINT (Health Integration Technology) to integrate behavioral health care and primary health care via telemedicine technology and on-site services to the largely rural and isolated populations of Northern Arizona by:

- Developing an integrated, sustainable “no wrong door” network of primary care providers and behavioral health providers in Northern Arizona.
- Develop the technological capacity to deliver telemedicine services for behavioral health, primary health, and specialty health care needs of the rural and frontier communities of Northern Arizona.



Because of the unique challenges of its large, rural Geographic Service Area (GSA), NARBHA has actively assisted its Service Area Agencies/Tribal Area Agencies (SAAs/TAAAs) for over 30 years with recruitment and retention strategies. Through development of its Annual Recruitment Plan, goals and objectives to meet the unique staffing needs of the NARBHA provider network are identified and implemented. NARBHA is involved with clinical staff recruiting (paraprofessionals, behavioral health technicians and behavioral health professionals, including medical prescriber recruiting), screening of applicants, recruiting/retaining a culturally diverse workforce, salary analysis, turnover analysis, a staff recruitment and retention study, and identification of retention strategies to address recruitment and retention issues within NARBHA and its SAAs/TAAAs.

#### **Clinical Staff Recruitment**

NARBHA's Human Resources Department works with each SAA/TAA clinical supervisor for recruitment of clinical positions. NARBHA identifies appropriate recruitment sources for each open position. NARBHA utilizes websites, including its own website, advertising, such as local and regional newspapers, along with national professional publications for positions within NARBHA and at the SAAs/TAAAs. NARBHA staff also participate in career/job fairs to recruit on behalf of the SAAs/TAAAs and make presentations at Northern Arizona University classes in social work, counseling, and psychiatry to attract new employees.

Resumes/applications are reviewed by NARBHA, entered into a searchable database for future use, and appropriate resumes are forwarded to NARBHA or SAA/TAA supervisors within 24 hours of receipt. Thus applicants for a particular position within NARBHA's system will have their application/resume forwarded to all similar open positions, aiding in recruitment efforts. NARBHA has found system-wide advertising to be cost-effective, as resumes can be shared among agencies for similar positions, reducing advertising costs and ensuring there is a consistent and timely flow of applicants for positions.

#### **Cultural Diversity**

As part of its Cultural Competency Plan, NARBHA has identified strategies to attract culturally diverse applicants to its workforce. All NARBHA advertisements include the statement "Dedicated to a multi-cultural workforce. Seeking bilingual candidates." NARBHA also has a Cultural Awareness and Diversity Committee that addresses issues regarding cultural competence within the workforce. One of the goals is to build interpreter resource capacity through the hiring of bilingual persons when possible.

#### **Medical Prescriber Recruitment**

In addition to its other recruitment strategies, NARBHA utilizes several methods directed specifically at physicians, nurse practitioners, and physician assistants.

NARBHA has utilized the National Health Service Corps (NHSC) for over 25 years in recruiting medical practitioners. With its entire GSA designated as a Mental Health Professional Shortage area by the U.S. Department of Health and Human Services, Health Resources Services Administration (HRSA), NARBHA applies to participate in the NHSC scholarship placement and loan repayment sites on behalf of its SAAs and TAAAs. With the assistance of the NHSC and the financial incentives given to behavioral health professionals who choose to work in professional shortage areas, SAAs and TAAAs have been able to hire a large number of individuals whom otherwise would have chosen to work in other areas.

Because of the difficulty recruiting Physicians (MD/DO), Nurse Practitioners (NP), and Physician Assistants (PA), the NARBHA Medical Director and/or Associate Medical Director make individual contact with each MD/NP/PA applicant by phone or e-mail upon receipt of their employment inquiry in order to provide immediate assistance, personal contact, and guidance in the hiring process. Materials on specific positions, communities, schools, etc., are sent to all applicants, and assistance with NHSC applications is provided to those eligible.

In order to increase awareness among psychiatry residents of career opportunities in Northern Arizona, NARBHA physicians meet with residents from the University of Arizona Psychiatry Residency Program to present information about NARBHA's cutting-edge telepsychiatry program and to encourage relocation to Northern Arizona. In addition, discussion is currently underway with the Arizona College of Osteopathic Medicine about creating a rural psychiatry rotation in Northern Arizona.



NARBHA recently conducted a survey for all MDs/DOs/NPs/PAs who were hired during the past two years, asking how they learned about the positions, inquiring about their satisfaction with the recruitment process, and soliciting their suggestions. Twenty-two MDs/DOs/NPs/PAs were surveyed in May 2004; 14 responded (a 64% response rate). The results of this survey indicated that 50% of people surveyed chose to look for employment in Northern Arizona because of the “rural characteristics.”

As a result of the survey NARBHA developed an action plan to enhance recruiting strategies. This plan encompasses:

- Searching the American Psychiatric Association website for Psychiatric Residency Training Programs that emphasize rural practice in order to target recruitment activities
- Continuing publication advertisements, including professional publications or organizations that are specific to the Southwest and that focus on rural health care
- Targeting residency program contacts, especially programs located in Arizona and New Mexico.

### **Salary/Compensation**

Because competition to recruit behavioral health staff has increased over the years and recruitment to rural areas has always been problematic, NARBHA actively works with SAAs/TAAAs regarding compensation packages that will assist in recruitment efforts. In order to assist its SAAs/TAAAs in providing competitive wages, NARBHA conducts an annual salary analysis, comparing salaries among providers, and comparing provider salary data to data from other state and national salary surveys. If market data indicates that salaries are lagging or becoming a recruitment problem, NARBHA may request SAAs/TAAAs utilize a portion of any annual funding increases to address salary levels. NARBHA also administers a comprehensive employee benefits program which includes health, dental, life, and vision insurance, along with a 401k retirement plan that SAAs and other providers can choose to participate in as another way to assist its provider network in staff recruitment and retention.

### **Turnover Analysis**

In order to assist its provider network in analyzing turnover trends, NARBHA conducts an annual turnover analysis, comparing turnover rates among its Service Area Agencies, and among categories of exempt management, clinical, paraprofessionals, nursing, and clerical staff. High turnover issues identified by these studies led NARBHA to develop the Recruitment and Retention study described below.

### **Recruitment and Retention Study**

In 2002, NARBHA, along with other rural Regional Behavioral Health Authorities, initiated a study with the assistance of Northern Arizona University on recruitment and retention issues regarding behavioral health staff. The study identified issues and potential solutions for addressing turnover in behavioral health. 848 staff participated in the survey portion of the study (491 from NARBHA’s network) and 132 participated in the random interviews. Arizona’s data was compared to nationally normed groups utilizing each instrument.

In analyzing the results of the study, the survey data indicated that Rural Arizona Behavioral Health staff experienced less general job satisfaction than a national norm group of Social Workers. Some of the specific findings include:

- General job satisfaction appears to increase with increases in age and years employed with the agency. Physicians reported significantly higher levels of satisfaction with advancement opportunities and their compensation than other occupational groups.
- The perception of work pressure was significantly higher among case managers and administrators than other staff. Para-professionals perceived less work pressure than others did. The perception of work pressure also increased with educational level.
- Participants were less satisfied than the national norm with all aspects of supervision, including their relationship with their supervisor and their supervisor’s competency in providing technical information and making important decisions.
- Staff have significant concerns about redundant and administratively excessive paperwork.



- High work demand and time pressure result in staff feeling emotionally overextended and exhausted.
- Staff perceive there is a lack of recognition for work accomplished.
- Concern was expressed regarding lack of salary compensation and opportunities for job advancement.
- Client severity and crisis work were identified as contributing to staff burnout.

However, it should also be noted that Arizona participants also experienced higher levels of personal achievement and personal accomplishment from their work compared to the norm group.

#### Study Recommendations

The following is a summary of the recommendations made based on the study findings:

- Improve training and orientation of new staff
- Streamline the paperwork process
- Improve the supervision process
- Assist staff in managing work related stress
- Improve staff compensation and productivity incentives
- Improve the relationships between staff and supervisors/administrators
- Improve other forms of employee incentives such as paid leave, opportunities to attend outside training and professional conferences, educational leave, tuition reimbursement, and events focused on the recognition of staff accomplishments and good performance
- Conduct regularly scheduled Human Resources assessments regarding satisfaction, burnout, etc.

#### Study Follow-up

As a result of the study, a small workgroup of selected NARBHA staff and SAA Directors meets regularly to discuss the issues and solutions identified in the study and identify improvement strategies to be implemented by individual agencies. One of the solutions that grew from this workgroup was the implementation of monthly supervisory staff retention trainings available to all managers and supervisors in NARBHA and its SAAs/TAAAs.

#### **Additional Retention Strategies**

NARBHA and its SAAs/TAAAs have identified and implemented a number of additional activities that assist with retention of staff.

- Video-conferencing has enabled staff in outlying areas to participate in an increased number of training events, without long-distance travel, thus reducing professional isolation and providing accessible continuing education.
- New recognition programs developed at NARBHA and SAAs/TAAAs are aimed at improving morale.
- Training and orientation processes for newly hired staff are being evaluated to identify areas for improvement of both methods and materials, including implementation of job-shadowing programs at select sites. NARBHA and several of its SAAs have purchased a web-based training program to assist with expediting basic training requirements.



NARBHA has been extremely successful in its initiative to promote behavioral health recipients (members) and family members as providers of peer support to foster the principles of recovery for adults and children who have been diagnosed with serious behavioral disorders or serious emotional disturbances. Recruitment, education, training, monitoring, and evaluation of peer support for adults and youth and their families are all part of systems of care that are currently in place, and part of the system to achieve true integration of peer and family support into recovery.

In 2001 NARBHA collaborated with ADHS/DBHS, members, providers, and other stakeholders to develop a best practice model to recruit and train peers and family members as providers of peer support in accordance with the requirements in the ADHS/DBHS Covered Behavioral Health Services Guide. Peer support services are intended for enrolled members and/or families who require greater structure and intensity of service than those available through community-based fellowship groups and who are not yet ready for independent access to community-based recovery groups such as Alcoholics Anonymous or Narcotics Anonymous. This collaboration resulted in the creation of Northern Arizona Consumers Advancing Recovery and Empowerment (NAZCARE). NAZCARE is a consumer-operated community service organization that assists persons with serious mental illness in recovering and returning to productive and satisfying lives. In 2003, with the initiation of a new provider type, Community Service Agency, for providing support and rehabilitation services, NAZCARE was formed and became an independent 501c(3) organization with its own mission and vision. Members make up more than 90% of the staff of NAZCARE. Since NAZCARE's inception, it has achieved significant advancements in peer support across Northern Arizona, including:

- Development and implementation of a consumer-operated 1-800 Warm Line available throughout Northern Arizona and a website ([www.nazcare.org](http://www.nazcare.org)) to answer behavioral health questions.
- Significant expansion with five consumer-run recovery centers open across the NARBHA Geographic Services Area (a sixth will open in January 2005) providing support services, recovery education, psycho-social rehabilitation, vocational services, and life skills development. Sites include:
  - AzPire in Flagstaff (Coconino County),
  - Discovery Center in Show Low (Navajo County)
  - FRIENDS in Bullhead City (Mohave County),
  - Comfort Zone in Cottonwood (Yavapai County),
  - New Hope Recovery Center in Prescott (Yavapai County), and
  - New Directions in Kingman, to be open in January 2005 (Mohave County).

With the new found knowledge gained from NAZCARE, NARBHA included objectives for the next phase of peer and family support in the 2004 Annual Provider Network Development and Management Plan ("Annual Plan"). Peer and family support objectives for the coming year are shaping and modifying the behavioral health delivery system to achieve successful transition from a traditional model of maintenance and control to one focused on recovery and community integration. NARBHA will use national and local resources, in combination with expertise and experience from community, State, and local providers, to design, implement, and institute major change in this program area. Specific emphasis will be placed on:

- Educating consumers, families, and providers about the principles of recovery and the components necessary to achieve a recovery-oriented system of care.
- Affording every consumer and their family support and mentoring that can only be provided by peers to foster the principles of recovery.
- Coordinating adult and child behavioral health advisory and coordinating councils to ensure integrated, accessible, coordinated, recovery-oriented, consumer-friendly, and culturally competent services.
- Recruiting and training peers and family members as employees and/or volunteers within all aspects of behavioral health care.
- Emphasizing a holistic, recovery oriented approach that recognizes family, peers, and community supports while ensuring the safety of the individuals and community.
- Forming a member and family-driven network as a forum for coordinating services and evaluating/correcting system performance.



In July 2004, NARBHA developed a Family Leadership Committee comprised of family members and other constituents from the Office for Children with Special Health Care Needs (OCSHCN), National Alliance for the Mentally Ill (NAMI), Mentally Ill Kids in Distress (MIKID), and Advocating, Success, Knowledge and Independence (ASKAN). These constituent groups have been instrumental in helping NARBHA define family involvement and understand expected levels of participation and how to enhance levels of participation when recruiting members, family members, and stakeholders for peer support positions.

### **Process for Ensuring Availability of Consumers and Family Members as Peer Support**

To ensure that NARBHA meets the objectives set in the “Annual Plan” for peer and family support, a network analysis and development process is completed as follows:

- NARBHA collects data regarding provision of peer support services through a variety of methods. The most widely used is the monitoring of service utilization and encounter data. Other data collection methods include; consumer satisfaction surveys; NARBHA’s annual Case File Reviews; and anecdotal information obtained through consumers, family members, stakeholders, and staff input.
- The Provider Performance Committee reviews a draft of the “Annual Plan” which determines the adequacy of service capacity, projects service demand, and provides direction in the area of program development. This committee also identifies strategies, and provides direction for strategic implementation.
- The Leadership Council reviews and approves the “Annual Plan”. Once approval has been given, the Clinical Operations Department works in conjunction with representatives from all departments to procure peer and family support providers.

### **Peer Support Recruitment and Training**

NAZCARE recruits peers through postings at its local sites, SAAs/TAAAs, and other community agencies. NAZCARE liaisons at these various locations meet regularly with individuals interested in peer support to talk about the training process for developing the skills and opportunities needed to become effective leaders and advocates.

An extensive NAZCARE training program provides a solid foundation of recovery principles and how those principles apply in their teaching of others. The training program includes:

- Session 1: NAZCARE Organizational Culture: How to be a Good Employee
- Session 2: Wellness Recovery Action Plan (WRAP)
- Session 3: Boundaries, Ethics, Conflict Resolution, and Assertiveness
- Session 4: META's Employment as a Path to Recovery
- Session 5: Developing Support and WRAP for Work
- Session 6: NAZCARE Policies and Procedures

NAZCARE has instituted an internship program for members who are expected to complete three to six months of volunteer internship prior to being considered for a paid position. During their internship, volunteers are expected to enroll in pre-employment programs at local vocational rehabilitation centers, local Council of Governments organizations, Arizona Department of Economic Security locations, or local SAAs/TAAAs.

Peer support directed at children and their families comes from MIKID, which recruits, trains and provides support for families of children with behavioral health issues. Currently MIKID has five family members in Northern Arizona (Mohave and Navajo Counties) who are contracted to provide peer support. Family members who wish to become a MIKID mentor receive a four day intensive training on the following topics: Arizona Children’s Vision and Principles; Arizona mental health system; developmental disabilities; Arizona Early Intervention Program; Child Protective Services; Arizona Health Care Cost Containment System; special education; family strengths and support; strengths and culture discovery; and crisis planning.

MIKID provides family mentors with access to training materials, behavioral health resources and meets regularly with mentors to provide debriefing when necessary. Parent-to-parent support is the cornerstone of MIKID, but MIKID also offers periodic retreats for family mentors to receive additional training and an opportunity to discuss issues being faced by the families they assist.



NARBHA, in partnership with the Family Leadership Committee is in the process of developing a systematic method to identify and recruit parents who are doing well in their Child and Family Team (CFT) to become peer supports for other families who are just starting the process. The CFT is a group of people, including the child and family, any foster parents, a behavioral health representative, and any individuals important in the child's life, who participate in the treatment planning process.

NARBHA is also working with MIKID, NAZCARE, NAMI, and Parenting Arizona (formerly known as Parents Anonymous) to add core required elements such as; Arizona Children's Vision and Principles; CFT process; Principles for Persons with Serious Mental Illness; Adult Principles; confidentiality; how to assist others in similar situations; how to support parents and families; where to find information and resources; and how to communicate effectively to existing best practice peer support curricula currently available from these organizations. This process will result in accessible and tailored training available from a variety of organizations that can assist with recruiting and training members, family members, and stakeholders for peer support positions.

#### **Peer Support for Children, Adolescents, and Their Families**

In addition to the peer support for families provided by MIKID, NARBHA currently has four prevention providers who provide a wide array of peer support programming for youth and their families. For example, Yavapai Regional Medical Center's Healthy Families/First Steps and Parenting Arizona (formerly known as Parents Anonymous) have nationally recognized best practice curricula that offer parents the skills and opportunities needed for their own families, as well as becoming effective supports for other families. Another best practice prevention curriculum that has been effective with this strategy is the Northeastern and Yavapai Big Brothers/Big Sisters mentoring program. These programs are designed to strengthen relationships between adults and youth. Because of Northeastern Big Brothers/Big Sisters success of integrating high school students as mentors, this organization has been selected to take part in a national effectiveness evaluation.

#### **Peer Support for General Mental Health and Substance Abuse**

Family education and support are long standing components of substance abuse treatment. Peer support was pioneered through groups such as Alcoholics Anonymous, Narcotics Anonymous, and Alanon. NARBHA believes that these traditional models of family and peer support will be enhanced through emerging new methods by the Center for Substance Abuse Treatment (CSAT) that are being integrated within the behavioral health field. Through Substance Abuse and Mental Health Service Administration (SAMHSA)/CSAT, ADHS/DBHS, NARBHA, and SAA collaboration, The Guidance Center in Flagstaff developed and implemented The Substance Abuse Peer Support Program. CSAT provided Technical Assistance funding and consultation for program development. NARBHA and its SAAs continue to collaborate with ADHS/DBHS and the CSAT consultants with a goal of developing a best practice model. For the second year of this program's operation, NARBHA has allocated additional funding to include peers as paid staff.

#### **Peer Support for Adults with Serious Mental Illness**

NAZCARE ensures that members and family members have access to timely and accurate information that promotes learning, self-monitoring, and accountability. When a serious mental illness is first diagnosed, the provider, in full partnership with members and their families, develop an individualized plan of care for managing the illness. The WRAP process developed by Mary Ellen Copeland is promoted and taught within SAA and consumer-run recovery centers.

Two four-year grants from Rehabilitation Services Administration (RSA) were awarded to NARBHA providers in 2004 to assist consumers in business development and job skill training through peer mentoring. The Apache Behavioral Health's Tail Gate Café has trained over a dozen members in food handling under the guidance of a peer with serious mental illness (SMI). Peers teaching peers provides encouragement and support while learning the structure and skills needed to successfully maintain employment. The Community Counseling Center's Bike Repair and Upholstery Repair shops in Winslow have hired two members as program managers. These are individuals with SMI who have skills to teach, and with the help of training provided through the RSA grant, are learning to mentor other members and teach them job skills. Additionally, for the next contract year, a grant is being pursued to support the development of a peer-mentoring project in Flagstaff. The project will assist women who are victims of domestic violence in preparing and rebuilding their family structure and support a smooth transition into an independent lifestyle. NARBHA, RSA, providers, and members will continue to work collaboratively in exploring new and creative methods in enhancing opportunities for members.





Coordination and continuity of care during transitions are essential elements in assuring a child's timely and seamless transition into the adult service system. Funding, licensing requirements, and contracting practices in the service delivery system contribute to a separation between the adult and children's systems of care. To change and improve this system NARBHA has worked with its provider network to provide continuity of care without service disruptions for those members reaching their 18<sup>th</sup> birthday and transitioning to adult services. As part of this continuity, NARBHA's provider network also works with the entire family as a unit in allowing enrolled children and enrolled parents to receive services from the same providers.

### Provider Network Structure

NARBHA's subcontracts with Service Area Agencies and Tribal Area Agencies (SAAs/TAAs) which serve as the backbone of its provider network. Under the NARBHA subcontracts, the SAAs/TAAs are required to offer all ADHS/DBHS covered services for adults and youth in each of nine sub-regional areas. SAAs/TAAs may develop a full array of services for all ages within their own organizations, or may identify other community providers with existing services that meet a specialized need and arrange for those providers to be added to the NARBHA provider network under fee-for-service contracts or single case agreements. Under NARBHA's network structure of contracts and financing mechanisms, SAAs/TAAs are contractually responsible for coordination of care for members residing in their sub-regions across their own programs and across any fee-for-service providers. Thus, members who reach the age of majority will not be required to change providers, which helps ensure appropriate continuity of care and effective transition into the adult system of care. Since the SAA or TAA which is responsible for the child's overall plan of care provides services for both adults and children, a change in provider is not necessary as a youth transitions into the adult system of care, thus helping to assure a timely and seamless transition.

### Child and Family Teams

All individuals under the age of 18 are served by their Child and Family Team (CFT). Teams identify resources and needs, and subsequently develop and reinforce treatment goals and plans by securing necessary services, supporting the child's recovery and stability within the community, and developing and providing an informal support network of care for the child and family. When a youth who has been involved in long-term or intensive behavioral health care reaches the age of 16, planning for the transition into the adult behavioral health system begins. At that time, a transition plan is initiated and coordinated by the CFT with an assessment of self-care and independent living skills, social skills, work and education plans, earning potential, and psychiatric stability. The resulting transition plan is completed a minimum of six months prior to the member's 18<sup>th</sup> birthday and must be incorporated into the youth's individual service plan.

### Transition Process

Adolescents need support and preparation as they assume increasing responsibility for their own recovery and wellness activities, while also maintaining their family supports and other community resources. Parents and family members also need education and support in fostering their child's movement toward independence. Families of children with special needs have often been actively involved in every aspect of their child's life. Redefining the role of the family is an important task in the child's gradual move toward self-sufficiency. It is often helpful to provide a venue that can enable families to link with other families who have had similar experiences through family orientations, parent support groups, and educational programming. CFTs can facilitate this linkage between families who have been or will be going through the transition of childhood to an adult.

The Clinical Liaison is the single point of contact and continues to provide clinical consultation to the team throughout the transition process. When it is necessary to change Clinical Liaisons as a part of the transition to adult services, the two Clinical Liaisons work for the same SAA or TAA and are responsible for ensuring the necessary transition across the service systems.

Services for both adults and children are developed with the understanding that the system has an unconditional commitment to its individuals. The Arizona Principles for Person Centered Planning for adult services that are being introduced by ADHS/DBHS are very similar to those outlined in the Arizona Children's Vision and Principles.

- Services begin with empathic relationships that foster ongoing partnerships, and expect equality and respect throughout the service delivery.
- Services are developed collaboratively with the member and other individuals involved in their life, to engage and empower individuals; services include meaningful choice, and are accepted by the individual.



- Services are individualized, strength-based, and clinically sound.
- Services are developed with the expectation that the individual is capable of positive change, growth, and leading a life of value.

Orientation programs for parents and children, advocates for youth without families, peer support, and family support all serve to pave the road between the systems for children and adults. Specialized programming that deals with the issues of recovery and wellness, self-care, education, work, relationships, health care, and substance use are particularly helpful before and during this transition period. NARBHA utilizes the services available through its consumer-operated recovery center, Northern Arizona Consumers Advancing Recovery and Empowerment (NAZCARE), to involve youth who are transitioning to adulthood and their family members in classes and other training opportunities in order to orient them to the types of services that are available in the adult service system. NAZCARE services will be expanded to include transition issues for youth and their families by January 1, 2005. Additional focus will be placed on helping teens and family members deal with the stigma associated with mental illness and how to learn skills which will enhance a member and their parent's sense of credibility in the system. This sense of empowerment is the first step that an adolescent and his/her family will take towards participation in the recovery model.



NARBHA's Geographic Service Area (GSA) covers 62,000 square miles, approximately half the land area of the state of Arizona. It is an area of great geographic divides – the Grand Canyon, thousands of miles of deserts, and mountains, all of which combine to make this an area of isolated and remote population groups. Many of the small towns are separated by hundreds of miles of road, and most do not have public transportation. The largest communities are Flagstaff, Prescott, Cottonwood, Kingman, Lake Havasu City, and Bullhead City, each with limited public transportation systems. Throughout Northern Arizona transportation is a key component in effective service delivery and response; this is an area where NARBHA has come up with some innovative solutions. In its 37 years of rural service delivery, NARBHA has established, maintained, and continues to enhance a comprehensive transportation infrastructure to ensure that its rural, and often remote, members have sufficient and timely access to needed services.

### **Transportation Methods**

Each of NARBHA's Service Area Agencies/Tribal Area Agencies (SAAs/TAAAs) has established a method for ensuring that members receive both emergency and non-emergency transportation to needed services. Methods of transportation include agency vans or cars, case managers transporting members, bringing the service to the members' home or other location, taxis, and, for emergency services, ambulances and other supervised or specialty services. Some of NARBHA's remote populations, such as the Havasupai Tribe, located at the bottom of the Grand Canyon, are accessible only by a day-long mule trip or by helicopter. To ensure service delivery, NARBHA has worked with its SAAs/TAAAs to provide these atypical methods of access and transportation.

NARBHA has worked at solving the transportation issue in an innovative way by bringing psychiatric services to locations convenient to its members with the use of telemedicine. NARBHA implemented a telemedicine network with ADHS funding in 1996; that network now has locations in St. Johns, Springerville, Show Low, Winslow, Holbrook, Page, Prescott, Cottonwood, Flagstaff, Bullhead City, Lake Havasu City, and Kingman. In FY 2003-2004 there were 7,020 member visits and 3,392 hours of video connection, helping to alleviate many of the transportation barriers that members in the isolated population centers face.

### **Timely Access**

NARBHA has established and oversees policies to ensure that all members in need of behavioral health services have timely access to such services. NARBHA requires its SAAs to limit member time spent waiting for transportation services to less than one hour. Each SAA maintains a transportation log that is provided to and analyzed by NARBHA on a quarterly basis. Based on data from the last quarter of the 2004 fiscal year (April – June 2004), the SAAs provided 1,528 transports of individual members during that quarter. Six of the seven SAAs met or exceeded the performance goal of 95% of members experiencing a less than one-hour wait for transportation during that quarter. NARBHA continues to closely monitor the SAA that did not achieve this performance goal. Members of TAAAs who receive services on a reservation receive transportation services from Indian Health Services.

### **Meeting Need**

In FY 2003-2004 SAAs/TAAAs increased non-emergency transportation throughout the vast GSA with the addition of 19 new vans and cars to transport members. In 2003 NARBHA also established a fee-for-service contract with Total Transit, a secure non-emergency transportation provider to enhance availability of transportation when the SAAs are unable to provide that service. As a result of these measures, the last fiscal quarter (April-June 2004) the capacity for non-emergency transportation increased as follows: Coconino and Yavapai Counties, 160 daily trips were added; in Apache and Navajo Counties, 56 daily trips were added; and in Mohave County, 40 daily trips were added.

### **Emergency Transportation**

Medically necessary emergency transportation, in a ground or air ambulance, is covered to the nearest appropriate provider or medical facility capable of meeting the member's medical needs if no other appropriate means of transportation is available. The member's medical condition at the time of transport determines whether the transport is medically necessary. The test for appropriateness of the request for emergency services is whether a prudent layperson, if in a similar situation, would have requested such services.

NARBHA maintains an emergency transportation database that tracks all emergency transportation claims. Information includes: member demographic information, date of service, eligibility, service provider, reason for transport, and claim status. These data are used in the utilization/medical review, claim processing, and generating utilization reports. The Medical Systems Analyst facilitates communication between the emergency transportation providers and the member health plans in resolving claim issues.



1 In July 2003 NARBHA met with the emergency transportation providers to review its emergency transportation policy  
2 and claim processing procedures. An open line of communication was established which has greatly improved service  
3 delivery to the members and improved claim processing. As a result of this clarification and communication, in the last  
4 year NARBHA has received no complaints from the emergency transportation providers.



NARBHA manages a private videoconferencing network, NARBHAnet, which covers NARBHA's Service Area Agencies (SAAs) in all five Northern Arizona counties. NARBHAnet allows practitioners to provide accessible clinical services to members at remote locations through real-time, interactive, high-resolution videoconferencing. NARBHAnet also accommodates multi-site administrative and training/educational videoconferences without the time and expense of long-distance travel for the participants. In addition to implementing its own network, NARBHA has worked with several organizations to set up a multi-agency behavioral health videoconferencing network that facilitates statewide communication and collaboration.

NARBHAnet was Arizona's first telemedicine network, starting with six end-points in 1996 with grant funding from ADHS. Since then, it has grown to 17 video end-points and has earned national recognition including listings in *Telemedicine and Telehealth Networks Magazine's* "Top Ten" Telemedicine Programs three years running.

### **Videoconferencing Equipment Ownership**

#### Source of funds for videoconferencing equipment

All videoconferencing equipment in use at NARBHA was purchased with either grant funds or with NARBHA funds. No current year ADHS/DBHS funds were used to purchase videoconferencing equipment.

#### Videoconferencing end-point equipment

NARBHA has five Polycom videoconferencing end-point units (three Viewstation FXs and two quad BRIs), which are located in five videoconference rooms at its Flagstaff headquarters. Two of these rooms are used exclusively for clinical videoconferences between providers and members; the other three rooms are available for clinical, administrative, and training/educational videoconferences. NARBHA's Internal Policy 5303, Prioritization of Use of Telemedicine System, requires that clinical videoconferences have priority over any other type of meeting.

#### Videoconferencing "hub" equipment

NARBHA also has a V-Tel SmartLink 2020 multipoint videoconferencing bridge, located at its Flagstaff headquarters. The bridge, which is provisioned with Ezenia! MCS Workstation Series 2000 software, Version 6.3, can connect up to 20 videoconferencing end-points simultaneously in any combination of videoconferences, and is also able to "cascade" with bridges at other Regional Behavioral Health Authorities (RBHAs) and at the University of Arizona to facilitate statewide videoconferences of 50 or more end-points. Finally, NARBHA owns a NET Promina 800 ISDN/Frame Relay Switch that is responsible for correctly routing all video signals on NARBHAnet, all data transmissions on the NARBHA Wide Area Network (WAN), and all video signals between NARBHAnet and Arizona's other connected videoconferencing networks.

#### Videoconferencing transmission equipment

Each NARBHAnet end-point is directly connected either to an intermediate videoconferencing end-point or to the NARBHA "hub" in Flagstaff by private, point-to-point, T1 lines. NARBHAnet and the NARBHA WAN share the same T1 infrastructure. All T1 lines are channelized (divided) to carry not only video signals but also data, so that NARBHA and its SAAs can send and receive fully secure e-mail, Internet, and member data transmissions. Details of NARBHAnet and the NARBHA WAN are discussed in Vol.5.d.

#### Planned network convergence

In early 2005, NARBHA will converge its video and data networks into a single entity. NARBHA will replace its videoconferencing bridge and Promina with a more robust bridge that will connect more sites and conferences and will utilize the newer and more efficient Internet Protocol (IP) to connect videoconferences. Video signals will be transmitted as data, and the T1 lines currently shared by NARBHAnet and the NARBHA WAN will no longer need to be channelized into separate pathways for video and data. Instead, in this more efficient system, T1 bandwidth will be dynamically allocated to whatever traffic needs it, with video as the highest network priority to preserve call quality. Along with its new Accord MGC-100 bridge and peripheral equipment, NARBHA will purchase upgrades to its current core Cisco router to accommodate the forecasted increase in data traffic across the network. No current year ADHS/DBHS funds will be used to purchase this equipment.

### **Access to Videoconferencing Equipment**

#### Access to SAA end-points

NARBHA has access to all SAA videoconferencing end-point equipment via secure T1 lines. NARBHA's SAAs own Polycom FX videoconferencing end-point equipment in Springerville, St. Johns, Show Low, Holbrook, Winslow,



Prescott, Kingman, and Bullhead City. SAAs also currently own CLI videoconferencing end-points in Lake Havasu City, Page, Kingman, and Cottonwood, and will replace these older systems with Polycom IP-capable end-points when NARBHA installs its new IP videoconferencing bridge in early 2004. At that time, the SAAs also will purchase new Cisco intermediate and edge routers to route video and data signals to all their connected locations, based on product specifications supplied by NARBHA.

#### Access to videoconferencing end-points on other Arizona networks

NARBHAnet, via dedicated T1 video connections, has access to all of the following end-points: ADHS/DBHS (1 end-point); the Arizona State Hospital (5 end-points); three other RBHA telemedicine networks (44 end-points); the University of Arizona's telemedicine network (80+ end-points), including end-points on the Apache, Hopi, and Navajo reservations (3 end-points); and the Arizona Council of Human Service Providers (1 end-point).

Clinical telemedicine services generally are delivered within the NARBHA system or between NARBHA SAAs and the Arizona State Hospital. However, the statewide network also has been used to provide clinical services. For example, a psychiatrist in Tucson, using a University of Arizona videoconferencing end-point, provided services to NARBHA members in Prescott for over a year, under contract with one of NARBHA's SAAs.

Finally, NARBHA maintains a full T1 connection to Qwest, which allows NARBHAnet and all connected networks access to videoconferencing end-points around the country and around the world.

#### **Services Delivered via Videoconferencing**

NARBHA implemented its telemedicine network to address the issues inherent in delivering psychiatry and other clinical services to a large geographic area with a sparse population: long drive times for providers and members, and difficulty recruiting and retaining psychiatrists in the outlying, isolated small towns. The NARBHAnet end-points throughout Northern Arizona bring accessible psychiatric services to this Medically Underserved Area and Health Professional Shortage Area. Members can be seen as quickly and as frequently as necessary, without the hardship of travel.

Services delivered via NARBHAnet include: psychiatric evaluations; medication management; inpatient staffings; consultations; emergency and commitment evaluations; Title 36 Commitment hearings; family involvement in member treatment (for members placed out of the home); intake assessments; and family team meetings among members, families, therapists/case managers, and partner agencies. Members are given the choice of receiving services via telemedicine or face-to-face, and are required by the NARBHA Provider Manual Section 3.11, General and Informed Consent to Treatment, to sign a consent form to participate in telemedicine services. NARBHA Provider Manual Section 10.50, Clinical Telemedicine Services, includes requirements for provider and member orientation, privacy/confidentiality, clinical record-keeping, and medication prescriptions. Provider-patient contacts via the telemedicine network are as secure as a two-party phone call using regular phone lines.

Clinical services over NARBHAnet have been a great success. Feedback from both members and clinical staff has been overwhelmingly positive, based on annual telemedicine satisfaction surveys conducted during NARBHAnet's first several years. A study of Apache County member outcomes found no significant differences between telemedicine members and members overall in terms of hospitalization rates and medication costs.

NARBHAnet also is used for trainings and Continuing Medical Education units, including the University of Arizona's weekly Psychiatric Grand Rounds; administrative meetings among NARBHA and its SAAs, ADHS/DBHS, and the RBHAs; and community service activities such as consumer and family support group meetings and statewide roundtables.

#### **Frequency with which Videoconferencing Equipment is Used in Delivering Services**

In FY 2003-2004, six practitioners (five psychiatrists and one psychiatric nurse practitioner) provided more than 72 hours of clinical telemedicine per week, averaging 135 member contacts total via videoconferencing per week, or approximately 7,020 member visits via NARBHAnet for the year. These doctor-patient visits, including evaluations, consultations, medication management, and staffings are by far the most frequent clinical use of NARBHAnet. The 3,392 total hours of connection logged for clinical uses last fiscal year also included Title 36 Commitment hearings, family involvement in member treatment, and family team meetings, none of which are regularly scheduled but are accommodated as necessary.